

**”How is your life different now?” Identifying the socio-economic impacts of social ventures in developing economies:  
Case Duara Travels**

Master's thesis  
Johanna Vierros  
Aalto University School of Business  
Creative Sustainability  
Spring 2017

---

**Author** Johanna Vierros

---

**Title of thesis** "How is your life different now?" Identifying the socio-economic impacts of social ventures in developing economies: Case Duara Travels

---

**Degree** Master of Science in Economics and Business Administration

---

**Degree programme** Creative Sustainability

---

**Thesis advisor** Minna Halme

---

**Year of approval** 2017

---

**Number of pages** 68+17

---

**Language** English

---

**Abstract**

The purpose of this research is to identify the socio-economic impacts of a socially driven venture in low-income contexts. The research problem of the thesis is "What social and economic outcomes and impacts can be perceived for individuals and communities participating as service providers for a tourism social enterprise?"

The research aims to discover changes in the lives of the participants in social ventures in general, but builds strongly on a specific case study. The tourism social enterprise of the study is a young company called Duara Travels, which my team and I co-founded two years ago. The vision of the company is to drive inclusive growth and empower developing communities by giving travellers access to village homestays in Africa, Asia and Latin America. Duara Travels was founded on October 26 in 2015. By March 2017 the company had collected a network of 18 villages in four countries and the participating families in the villages had hosted a total of 271 nights, booked by 85 individual travellers.

The literature review of the research covers previous discussion on social entrepreneurship in low-income contexts and impact assessment of social enterprises. It introduces existing frameworks and methodologies created for evaluating the performance of social entrepreneurship, including the Logic Model selected as the framework for this study. Along with the literature review of existing knowledge, the study builds on qualitative research methods. The research design is a case study on two destination countries of Duara Travels. Primary data is collected from semi-structured interviews with the service providers in three selected villages. Secondary data is acquired from feedback surveys from the service providers and customers collected by the company between March 2016 and December 2016.

The research provides a practical case study to recognize societal impacts of a small socially driven venture and can, along with other intensive case studies, act as a driver for investing in such ventures. The results of the study are encouraging, which is good news for the co-founding team. However, further studies need to be conducted in order to understand the full value of the company, to confirm the identified outcomes and impacts and to learn more about the possible false assumptions and misunderstandings linked to the concept.

---

**Keywords** social entrepreneurship, impact evaluation, developing economies, sustainable tourism

---

---

**Tekijä** Johanna Vierros

---

**Työn nimi** ”How is your life different now?” Yhteiskunnallisten yritysten sosiaalisen ja taloudellisen vaikuttavuuden tunnistaminen kehittyvissä maissa: Case Duara Travels

---

**Tutkinto** Kauppatieteiden maisteri

---

**Koulutusohjelma** Creative Sustainability

---

**Työn ohjaaja** Minna Halme

---

**Hyväksymisvuosi** 2017

---

**Sivumäärä** 68+17

---

**Kieli** Englanti

---

### **Tiivistelmä**

Tutkimuksen tarkoitus on selvittää yhteiskunnallisen yrityksen sosiaalisia ja taloudellisia vaikutuksia pienen tulotason konteksteissa. Gradututkimuksen tutkimusongelma on ”Mitä sosiaalisia ja taloudellisia vaikutuksia voidaan havaita yhteiskunnallisen matkailuyrityksen toimintaan osallistuvilla yksilöillä ja yhteisöillä?”

Tutkimus pyrkii tunnistamaan vaikutuksia yritysten toimintaan osallistuvien ihmisten elämään yleisesti, mutta ammentaa tutkimalla valitun case-yrityksen vaikutuksia. Tutkimuksen case-yritys on matkailupalvelu Duara Travels, jonka perustin tiimini kanssa kaksi vuotta sitten. Yrityksemme visio on edistää taloudellista kasvua ja voimaannuttaa kehittyviä kyläyhteisöjä antamalla asiakkailleen mahdollisuuden yöpyä paikallisissa kylissä Afrikassa, Aasiassa ja Latinalaisessa Amerikassa. Duara Travels perustettiin 26. lokakuuta 2015. Maaliskuuhun 2017 mennessä yritys oli kerännyt neljä maata ja yhteensä 18 kohdetta kattavan kyläverkoston ja osallistuvat perheet olivat majoittaneet yhteensä 271 yöpymistä 85 erillisen matkailijan varaamana.

Tutkimuksen kirjallisuuskatsaus kattaa aiempaa tutkimusta yhteiskunnallisesta yrittäjyydestä kehittyvillä markkinoilla sekä näiden organisaatioiden vaikuttavuuden tunnistamisesta. Se esittelee olemassa olevia malleja arvioida organisaatioiden toimintaa ja vaikutuksia, sisältäen Logic Model –mallin, joka on valittu käytettäväksi tässä tutkimuksessa. Kirjallisuuskatsauksen lisäksi tutkimus käyttää hyväkseen laadullisen tutkimuksen menetelmiä intensiivisenä case-tutkimuksena kolmesta kylästä kahdessa Duara Travelsin kohdemaassa. Ensisijainen tutkimusaineisto on kerätty avoimista haastatteluista palveluntarjoajien kanssa valikoiduissa kylissä. Toissijainen aineisto on kerätty yrityksen keräämistä palautelomakkeista sekä palveluntarjoajilta että asiakkailta.

Tutkimus tarjoaa käytännönläheisen esimerkin pienen yhteiskunnallisen yrityksen vaikuttavuuden tunnistamisesta ja voi muiden samanlaisten case-tutkimusten kanssa edesauttaa sijoitusten ohjaamista vaikuttavuuteen pyrkiville yrityksille. Tutkimuksen tulokset ovat rohkaisevia case-yrityksen perustajatiimin kannalta. Yrityksen todellisen arvon ja tämän tutkimuksen vaikuttavuuslöydösten varmistamiseen tarvitaan kuitenkin lisätutkimuksia. Ne ovat oleellisia, jotta saadaan lisätietoa yrityksen toiminnan hyödyistä, puutteista ja liiketoimintamalliin liitetystä vääristä käsityksistä.

---

**Avainsanat** yhteiskunnallinen yrittäjyys, vaikuttavuuden tunnistaminen, kehittyvät markkinat, vastuullinen matkailu

---

## **Table of contents**

|  |    |
|--|----|
| 1. Introduction                                      | 6  |
| 1.1. Case company and context                        | 6  |
| 1.2. Purpose of the venture and the study            | 7  |
| 2. Social entrepreneurship and developing economies  | 9  |
| 2.1. A brief history of social entrepreneurship      | 9  |
| 2.2. Interpretations on social entrepreneurship      | 10 |
| 2.3. Social ventures as a driver for development     | 12 |
| 2.3.1. Low-income contexts as a business environment | 13 |
| 2.3.2. Tourism in developing countries               | 15 |
| 2.4. Problems and criticism                          | 16 |
| 3. Impact assessment of social ventures              | 18 |
| 3.1. What is impact?                                 | 18 |
| 3.2. What to assess?                                 | 19 |
| 3.3. Existing frameworks                             | 20 |
| 3.3.1. Outcome and impact evaluation                 | 22 |
| 3.3.2. Logic Model                                   | 22 |
| 3.4. Challenges                                      | 23 |
| 4. Methodology                                       | 24 |
| 4.1. The research design                             | 24 |
| 4.2. Data collection                                 | 25 |
| 4.2.1. Interviews                                    | 27 |
| 4.2.2. Feedback                                      | 28 |
| 4.3. Data analysis                                   | 29 |
| 4.4. Trustworthiness of the methodology              | 30 |
| 5. Findings  | 33 |
| 5.1. Interviews and feedback                         | 33 |
| 5.2. Personal and professional development           | 35 |
| 5.3. Economic changes                                | 37 |
| 5.5. Social life                                     | 40 |
| 5.4. Negative outcomes                               | 42 |
| 5.6. Other interesting remarks                       | 46 |

|  |    |
|--|----|
| 6. Discussion                              | 49 |
| 6.1. Inputs, Outputs, Outcomes and Impacts | 49 |
| 6.2. Process and liabilities               | 55 |
| 7. Conclusion                              | 59 |
| 7.1. Summary                               | 59 |
| 7.2. Suggestions for future research       | 63 |
| 8. References                              | 65 |
| Appendices                                 | 69 |

# 1. Introduction

No matter how many sights one has seen while travelling, there is one which is incomparable to any other. The smile of a stranger. After this entrepreneurial journey that has taken me from a tiny Maasai village in Tanzania to a family dinner table in Indonesia I have to admit one thing. I will never forget the look on the face of our first local host mother in the village after receiving her first payment as a host family. I didn't understand what she said, but luckily our Swahili speaking contact person did: "Before she had nothing, but now she has something".

Giving hope to people who do not expect it is the greatest gift in life. It was the core purpose of starting a company combating global poverty and the core purpose of writing this thesis. I hope you decide to follow along.

## 1.1. Case company and context

Before starting the company Annika Järvelin, Johanna Vierros and Elina Voipio had become increasingly frustrated to see how the money they spent while travelling in the developing world kept flowing to expats and wealthy individuals instead of people in need for an official livelihood and regular income. The women founded Duara Travels, which is an online service offering travellers access to discover hidden parts of the world while generating a positive impact for the local communities. It allows customers to browse, book and pay their stay in a selected village.

The concept is built on a business model activating three groups of people in the destination: the contact person fluent in English and native with online tools, the circle of host families willing to host travellers in their home and the community savings group, which receives a share from each payment as a contribution to the entire village. The target markets of the company are popular destinations among international tourists but lack a functional political structure to equally distribute the economic benefits from tourism industry to drive the development of the country. In March 2017 the company operated in 18 villages in four countries: Tanzania, Sri Lanka, Indonesia and Vietnam.

The operational context of the venture are emerging countries, developing countries, or low-

income countries, depending on the term preferred. For the purpose of this research I have decided to use the terms low-income countries (World Bank, 2016) and developing economies (United Nations, 2016) interchangeably. The target markets are connected to the vision of bringing additional income for people living in low-income countries, which are highly attractive destinations for international travellers. This definition and classification method does not include “countries in transition” (United Nations, 2016) or “middle-income countries” (World Bank, 2016), which include Vietnam and in some cases Indonesia. These two countries belonging to the Association of Southeast Asian Nations (ASEAN, 2017) have managed to accelerate their economic growth in the past years. For that and other aspects explained in chapter 4, Tanzania and Sri Lanka are the chosen as the case countries for this study.

## 1.2. Purpose of the venture and the study

The long-term purpose of the case company is to rethink the income distribution in the tourism industry and to raise income levels of families living in rural communities in Africa, Asia and Latin America. The company aims to generate positive impact, both social and economic, to the people participating in the concept as service providers, and to the community members around them.

“The mission of the Company is to create socially responsible travel through micro-entrepreneurship. To achieve this the Partners develop The Company rapidly into a scalable online travel marketplace.” (Duara Travels, 2016).

The values of Duara Travels are defined and committed to by each co-founder:

“The Partners agree that all the actions of the Company must rely on the three main values, which are:

- Fair (fair compensation to communities, fair division of workload, consciousness concerning impact, fair deal for traveller, profitability and growth)
- Open (transparent business logic, honesty, open communication in core team)
- Equal (equal stakeholders, community ideology with customers, women empowerment, peer-to-peer ideology)” (Duara Travels, 2016).

The purpose of the study is to identify the social and economic impacts, both positive and negative, caused to the service providers of a tourism social enterprise in its destinations. The service providers of the selected case company are on-the-ground contact persons

coordinating bookings in the villages, families hosting travellers in their homes and savings groups representing the communities.

The phenomenon of the research is social entrepreneurship in low-income countries and the process of identifying the impacts resulted from their operations in these contexts. As explained in chapter 2, social enterprises are companies that in addition to making a profit, seek to solve a pressing problem in the society or in the community. As analyzed in chapter 3, the success of these ventures is challenging to identify compared to businesses with a sole purpose of making a profit. In addition to financial metrics, the performance of social ventures is usually evaluated based on metrics that are not measurable in quantitative terms.

The research question of the thesis is "What social and economic outcomes and impacts can be perceived for individuals and communities participating as service providers for a tourism social enterprise?"

The sub-questions leading to the primary question are:

- What are the social impacts for the family?
- What are the economic impacts for the family?
- What are the social impacts for the contact person?
- What are the economic impacts for the contact person?
- What are the social impacts for the community?
- What are the economic impacts for the community?

Social entrepreneurship as a field of research is young but relevant since sustainable business and doing good while doing well is becoming more a norm than an exception in the society. Research on the real impacts of companies with a social mission is crucial in building their credibility and importance in the global economy. Identifying and evaluating impact is also essential for the reform of the development cooperation with sustainable financial strategies. Moreover, this research can help the case company to justify its necessity and to identify possible false assumptions or misunderstandings linked to the concept by the co-founding team or by the stakeholders.



## 2. Social entrepreneurship and developing economies

This chapter discusses current knowledge on social entrepreneurship in the context of developing economies. The evolution and multiple interpretations of the phenomenon are introduced, along with exploring social entrepreneurship as a driver for development and the position of sustainable tourism ventures in the development space.

### 2.1. A brief history of social entrepreneurship

In order to understand the growing trend of social entrepreneurship today, it is worthwhile to recognize some major turning points in the history that largely affected the emergence of the phenomenon. In 1700s Europe the major social problem in the society was poverty. The political leaders were not happy with the results of publicly run charity which to them appeared as a temporary relief and created a culture of alms giving. During the Age of Enlightenment a more scientific model was designed which can now be identified as the early base for social democracy and the welfare state. It positioned government as the actor in solving social problems that were not organically addressed by the economic development. (Dees, 2007, 25-27).

During the past two centuries a variety of models have been seen in government-based efforts to tackle poverty with successful outcomes in health care and education, but with limits as a large-scale top-down system. The welfare state has faced criticism due to its bureaucracy, ineffectiveness and risk of creating the same dependency as communism or charity of the old times. Critics state that the government is a good tool for certain interventions but not for others due to its described nature. (Dees, 2007, 25-27).

The term social entrepreneurship emerged in the 1980s from the work of Bill Drayton in Ashoka, which funds social innovators globally and New Ventures, which helps non-profits explore new sources of income (Guo & Bielefeld, 2014; 3 & Dees 2007, 24). This is when social entrepreneurship no longer referred to the nonprofit sector inclusively, but was also acknowledged as a for-profit model, an ethical way of doing good in the society while running a profitable business. One of the first social enterprises and a representative of a pivotal evolution from the perspective of the developing world (Minard, 2009) was the Nobel

Peace Prize-winning microfinance organization Grameen Bank founded in 1983 by Mohammad Yunus (Dees, 2007, 24).

Today social enterprises (SEs) have the same role in tackling social needs as business enterprises in the economy in general. As Joseph Schumpeter (1934) designed in his theory of economic development, where entrepreneurs had a crucial role in innovating new products and improving processes, SEs are expected to create radical breakthroughs and to revolutionize current markets (Dees 2007). Social entrepreneurs today see their work fundamentally different from “charity”. In fact, many of them oppose charity and recognize its limits and weaknesses. Instead of seeing their work as a short-term solution, they identify themselves engaging in creating sustainable improvements in the life of others. (Dees 2007).

During the past decades, universities across the globe have started programs in social entrepreneurship, major businesses and individuals have opened foundations to promote and support it and the trend has been featured in the media worldwide (Dees, 2007). One could claim that socially driven entrepreneurship is steadily transforming from a marginal discourse to a dominant one.

Arena, Azzone & Bengo (2014) point out that according to the European Commission, ten percent of all European businesses, two million enterprises in total, are within the social economy. The social economy employs over 11 million people, which means six percent of the working population within the EU. SEs are now seen as a potential response to some of the most pressing problems in the society. (Thompson et al. 2000; Borzaga and Defourny 2001; Alvord et al. 2004).

## 2.2. Interpretations on social entrepreneurship

The basis of social entrepreneurship (SE) is the idea of transforming the creation and maximization of profit into creation and maximization of social value (Arena, Azzone & Bengo, 2014; Thompson et al., 2000). It is said that a social business idea evolves when an entrepreneur succeeds to fulfill an unmet social need. Likewise it is understood that SEs incorporate commercial forms of revenue generation into their business to accomplish a social mission (Arena, Azzone & Bengo, 2014, 651). Profits and wealth creation play a role in the

business model, but act as means to achieve a social end, not the end in itself (Thompson et al., 2000). As a result, SEs occupy an exclusive space in the global economy and can be positioned in the nonprofit sector, for-profit sector or between the two (Alter, 2004; Dees, 2007; Elkington, 2008).

The common discourse running through all academic literature on SEs is the element of social problem-solving as their primary mission (Sloan et al. 2014, 52). In addition to profitability, or at the very least economic sustainability, social entrepreneurship ventures (SEVs) exist to address a chosen social need and to create a long-term societal change with innovative strategies (Lane & Casile, 2011, 238-239).

The general practices of social entrepreneurship seem clear to most scholars, but there are no common academic definition for the concept and multiple definitions co-exist in the field. In their research Dacin et al. (2010) identified as many as 37 scholarly definitions for the term. Similarly Guo & Bielefeld (2014) recognized the abundance of definitions in their extended research and claimed that researchers have yet to come up with a consensus on the definition for this emerging concept. Guo & Bielefeld (2014) divide definitions on social entrepreneurship into two categories: broad and narrow. In narrow definitions SE refers to entrepreneurial activities of nonprofit organizations aiming to generate earned revenue in addition to or replacing donations and grants. Broad definitions see social entrepreneurs as individuals attempting to solve societal problems either as a non-profit organization or a for-profit venture (Guo & Bielefeld, 2014).

Lane & Casile (2011) identify two groups of SEVs based on the motivations of the organization to contribute to a social mission. According to them, SEVs are either impact driven or financially driven. The first emphasizes profit as a necessary requirement in generating financial resources to reach the social goal. The latter is socially driven only when it makes good business sense to do so. Financially driven SEVs can be identified as corporate social responsibility programs in the corporate level. In other words, Lane & Casile highlight the contributions of corporations in the field of social entrepreneurship. However, if the company misuses a weakness in the current social system to create profit without a clear goal of societal impact, it cannot be considered a SEV. (Lane & Casile, 2011, 241). The challenge

arising from this observation is how to know the real objectives and judge a company from the outside.

Given the wide range of definitions in the field, it is popular for scholars to demonstrate them as a table and either come up with their own adapted version or adopt one of the existing ones. For the purpose of this research, a sample of different interpretations of social entrepreneurship from the previous literature is introduced as Table 1 along with the definition by Guo & Bielefeld (2014) selected to be used in this study. The sample is not complete nor covers the most relevant definitions in the field, but it shows variety in their interpretations from the past decade.

Table 1. Definitions of social entrepreneurship in literature.

|  |  |
|--|--|
| Austin, Stenvenson & Wei-Skillern, 2006. | “Innovative, social value creating activity that can occur within or across the nonprofit, business, or government sectors.”   |
| Guo & Bielefeld, 2014.                   | “The pursuit of social objectives with innovative methods, through the creation of products, organizations, and practices that yield and sustain social benefits.”   |
| Lane & Casile, 2011.                     | “SEVs are there to meet a social need unmet by current infrastructure, in a unique or entrepreneurial way.”  |
| Light, 2006.                             | “A social entrepreneur is an individual, group, network, organization, or alliance of organizations that seeks sustainable, large-scale change through pattern-breaking ideas in what or how governments, nonprofits, and businesses do to address significant social problems.” |

### 2.3. Social ventures as a driver for development

There are three types of organizations typically identified as social entrepreneurship in research (Elkington, 2008 & Dees, 2007). The types are nonprofit, for-profit and hybrid, which applies financial elements from the two. In much of the previous business study literature, social entrepreneurship per se seems to mostly refer to nonprofits. For instance, Guo & Bielefeld (2014) label nonprofits as social entrepreneurship and for profits as social ventures. Elkington (2008) claims that the for-profit model evolved as the founders of social

ventures were forced to start generating profit due to difficulties in receiving capital from banks and other funding instruments. Dees (2007, 28) claims that the boundaries between the three types are breaking down and labeling them is no longer necessary.

This research studies the impacts of for-profit ventures in selected low-income contexts. Exclusive framing of the definition of social entrepreneurship in the for-profit space is not possible or even necessary as all three models coexist in harmony in the field. What is important to note, however, is that social enterprises tackle challenges that are traditionally seen to belong to the third sector (Dees, 2007). Social enterprises, including the case company of the study, often tackle big pressuring problems in the society such as global warming, poverty, hunger, gender inequality or access to health care (United Nations, 2015). The mentioned challenges are connected to the sustainable development goals of the United Nations (2015) signed by its member nations. The members are committed to achieving specific targets by 2030 in the process of ending poverty, protecting the planet and ensuring prosperity for all.

The attitudes towards social ventures as social problem solvers in addition to the traditional nonprofit sector is expanding. In some cases, social ventures can be even seen replacing nonprofits in philanthropist initiatives. About a decade ago, Google decided to make its philanthropic arm capable of investing in both nonprofit and for-profit ventures with a social purpose. The lines between the for-profit and the nonprofit are breaking down as social entrepreneurs and entrepreneurial philanthropists look for new discoveries ranging from alternative energy sources to improvements in health care. (Dees, 2007).

### 2.3.1. Low-income contexts as a business environment

“Poverty is often understood as a lack of basic things, such as food, income, shelter, healthcare, and education. In practical terms this is not untrue --” (Lindeman, 2014, 183). In the empirical research building on the Capacity Approach (Nussbaum 2000; Sen 1999), Lindeman (2014, 182) identifies a major problem when defining poverty as lack of fulfilment of basic. This practically not untrue definition results as solutions focused to fulfilling these needs instead of understanding the real process of going out of poverty and improving their well-being. The definition is harmful for businesses aiming to play a role in the empowerment

process in developing economies, since it limits them from designing holistic alleviation efforts. Lindeman (2014, 172) notes that the success of poverty reduction should be determined on the basis of “what the people are able to do and be, on the quality of their life, and on removing obstacles in their lives, so that they have greater freedom to live the kind of life they have reason to value”.

Failures in the development field have occurred when experts who are not members in the community plan and implement development projects in low-income communities (Lindeman, 2014). As pointed out, social entrepreneurship is not a philanthropic or charity approach to poverty reduction, but offers an approach to promote social improvements with a strategic use of market forces (Sloan et al. 2014, 52). However, SE is often exposed to the same issues than development cooperation in the traditional sense. Lindeman (2014) asks if similar problems to the development field will arise when starting businesses in low-income countries, despite of or due to their social cause. The key factor when aiming for poverty reduction and positive impact through business ventures is recognizing the community members as doers, deciders and designers of markets (Lindeman, 2014, 182). In the case of the case company the community is seen as the most valuable asset for the success and sustainability of the company, and the community members as the designers of the final concept.

Rivera-Santos et al. (2015) note that developing economies, notably Africa is understudied as a business environment in management research, although it is often represented as the new frontier for market growth. Especially the studies on social entrepreneurship, sustainability and CSR going beyond single-country case studies are rare in this context. In other words, business research in settings where poverty is dominant (the so-called “Base of the Pyramid”) remains very limited. The authors note that the African continent is characterized by social issues, lack of resources and poor governance, which can act as obstacles but also opportunities for social ventures.

Minard (2009) says that many social problems remain in the world because of our inability to broaden our interpretation of capitalism. Thus, we have chosen human to play the role of an entrepreneur in trying to fill the gap. Organizations such as Ashoka and Grameen Bank have

identified the gap and responded to it by linking their growing services to new employment opportunities instead of limiting them to credit and savings where they started off. Minard (2009) demands that the emphasis of social entrepreneurship must be placed on the systems entrepreneurs change. In addition, the society must see every individual, rich or poor, as a potential change maker and social entrepreneurship, in low-income and all other contexts, valuable.

### 2.3.2. Tourism in developing countries

Narangajavana et al. (2016) have explored the creation of social value (SV) through SE activities and the theory of “leakage” in their study from the hospitality industry. The authors base their theory on Sandbrook’s (2010) observation of the failure of tourism revenue remaining in the destination economy (Narangajavana et al. 2016, 920). Narangajavana et al. (2016) define leakage as the revenue that does not remain in the local economy and thus does not create positive SV for the tourism destination. This can be seen as a primary explanation why tourism does not produce the desired level of economic development. In other words, the level of leakage can determine whether the tourism sector is sustainable and contribute to the long-term economic growth or not. Blake (2008) identifies the connection between the tourism industry and other export industries and identifies its issues in income distribution in Kenya, Tanzania and Uganda. The most shocking finding of their research is that tourism, in fact, generates less income for poorer families than other export activities, which questions its role in poverty alleviation in East Africa (Blake 2008, 511). Their research hints that the hotels and restaurants industry might be a weak tool in empowering local communities economically.

According to Narangajavana et al. (2016) research literature on tourism offers a number of examples where the industry has failed in promoting local development and improving the livelihood and quality of life of host communities. Boo (1990) estimates leakage to count 55% of tourism revenues in developing countries due to foreign owned assets and imported goods or workforce (Narangajavana et al. 2016, 921). It seems that tourism destinations in developing countries lack control over the services produced in the local economy. As Smith and Jenner (1992) state, the major reason for promoting local tourism lies in its potential to increase the gross domestic product and create employment, which does not occur with a high

level of leakage resulting in minimal benefits for the host communities (Narangajavana et al. 2016, 923).

The situation with leakage might not be the same when considering social ventures in the same destination markets. Sloan et al. (2014) studied social entrepreneurial community-based tourism initiatives in developing countries and found out that research on the effects of social entrepreneurship in the tourism sector in these economies basically does not exist although nearly all nations actively promote tourism. Opposing Blake (2008), Sloan et al. (2014, 53) state that with current tools and knowledge on social entrepreneurship and the sub-fields of e.g. community-based tourism, eco-tourism and responsible tourism “it seems that tourism can play an economically sustainable role in both combating poverty and conserving the environment”. Furthermore, the findings from their research surprisingly suggest that working in tourism operations is completely suitable for local communities with no previous knowledge of international traveller standards or understanding of hospitality services. In fact, they suggest that local workforce should be preferred when social enterprises aim to facilitate “real-life experiences” for the visitors. (Sloan et al. 2014, 59).

## 2.4. Problems and criticism

The current boom of social entrepreneurship exists despite the relatively poor understanding of this field (Dees 2007). According to Dees (2007, 28) social entrepreneurs of the 21st century are still “swimming against the current of cultural assumptions and biases”. In addition, financial markets cannot identify non-monetized social value and thus validate social enterprises in the same way as they validate business as usual (McLoughlin et al., 2009). This results as a market crowded with initiatives that sound promising in theory but fail in practice. Furthermore, the performance measurement of SEs and its causality (confirming that the results are caused by the company itself and not other simultaneously existing factors) is costly, complicated and in some cases even impossible. (Dees, 2007, 30-31.)

Another blind spot for social entrepreneurship is the absence of a clear selection-investment process. Dees (2007, 30-31) asks how to identify the most potential social enterprises in a space where investors are everything but objective. Dees claims that investors are led by



emotions and personal ideologies which results in funding organizations in the largest need of money instead of organizations producing the most impact dollar for dollar. Ineffective organizations can raise money if they have a moving story to tell even without measurable social value. (Dees, 2007). This often happens since monetizing all benefits and impacts of a SE is extremely difficult (Guo & Bielefeld, 2014).

Zahra et al. (2009) highlight another problem related to the personal agenda of the founder. The authors claim that since SEs are rooted in the values of their founders, balancing between the motives of creating social value and growing economic efficiency can be tricky (Zahra et al. 2009, 520). Lane & Casile (2011) remind that if the objective of a social entrepreneurship venture (SEV) is not social change but profitability through an opportunity in a weak social system, it cannot be considered a SEV. Finally, the lack of a common definition for the discipline can be seen as an obstacle for cross-disciplinary dialogue and theory based advances which positions social entrepreneurship as a research field of conceptual confusion (Dacin et al., 2010).

### 3. Impact assessment of social ventures

This chapter discusses the current knowledge on impact assessment in social enterprises. The term “measurement” is sometimes used, although there are few standards for measuring social impact and social value. As the research is based on qualitative methods, terms assessment and evaluation are preferred.

Some of the existing frameworks for measuring and assessing the performance of social entrepreneurship are introduced in this chapter, with the emphasis on models that explore ways to identify long-term impacts. As the goal of the research is to develop a descriptive framework of the identified impacts of the case company, no attempt is made to evaluate the validity of any performance metrics or to propose other metrics.

#### 3.1. What is impact?

Impact is a central dimension for social enterprises (SEs) since it addresses the changes and benefits that are delivered to the community under the influence of or as a target for the SE. The changes in the community can happen in terms of knowledge, skills, status, life conditions or values (New Economics Foundation, 2017b; McLoughlin et al. 2009; Ebrahim and Rangan 2014). Identifying impacts helps organizations to observe how their business activities effect on the people, the environment and the economy (New Economics Foundation, 2017b). This research focuses on the social and economic changes for the individuals and for the community.

McLoughlin et al. (2009) state that if social enterprises are to grow and new ones to be born, it is due to their capability of meeting a prior unsatisfied social need or offering better social value to its beneficiaries than prior solutions. Impact assessment is a way to show evidence of social outcomes and thus demonstrate the benefits of the project for these individuals (McLoughlin et al., 2009). The reason for the growing interest towards impact assessment can be explained by the limitations of financial accounting when evaluating the success of SE. Financial accounts have advantages in terms of scalability and comparability, but are limiting in terms of non-monetized benefits. Inclusion of social value is necessary in order to provide a holistic view of the performance of a SE (Grieco, Micheline & Iasevoli 2014, 1176). This

does not mean that all social benefits have to be non-monetized and researched in qualitative terms only. Outcomes and impacts of social ventures can be both objective and quantified such as an increased number of jobs or income per household, or subjective and qualitative such as appreciation towards foreign cultures or improved self-esteem (Guo & Bielefeld, 2014). Hence, it is possible to put a monetary value on some of the impacts, such as a salary from a job. Similar to normal business ventures, monetizing has advantages for SEs since it creates metrics and indicators that can be compared either between different organizations or within one organization over a certain period of time. For these measurable benefits Guo & Bielefeld (2014) talk about social return on investment (SROI), adopted from return on investment (ROI) used to calculate benefits versus costs in standard accounting.

Arena, Azzone & Bengo (2014) introduce a variety of different performance measurement systems (“PMS”) in their research on studies from the past 20 years. When reviewing on the past literature on PMS by multiple scholars, the authors noticed that the recent evolution of different systems shows the need to move towards integration of indicators on the social and environmental performance into the corporate reporting (Arena, Azzone & Bengo, 2014, 653). However, Bull (2007) states that there is still little empirical evidence that would prove that these performance measurement systems would have a demonstrated impact on corporate business practices.

### 3.2. What to assess?

Traditional businesses often have a relatively conflict-free mission of making a profit. They measure their performance and outcomes based on growth, sales, revenue, return on investment and other rather specific measures. SEVs however, have a more complex set of indicators they are required to choose from in order to demonstrate their multiple bottom line. Multiple missions create, almost by definition, difficulties in deciding what needs to be assessed in these ventures. (Lane & Casile 2011, 250).

Scholars seem to be on the same page about the importance of performance and impact measurement of social entrepreneurship. However, there is less agreement on how to identify and, above all, measure social value. Just as researchers have created a variety of definitions for social entrepreneurship itself, a number of authors have developed a vast number of

impact measurement models (Grieco, Michelini & Iasevoli, 2014, 1177). Vanclay (2003) points out that assessment models emerge not only from the academic literature, but also from intergovernmental organizations, such as the United Nations (UN) and International Labour Organization (ILO) (Grieco, Michelini & Iasevoli, 2014, 1178). Ebrahim & Rangan (2014, 119) state that the topic is “under-theorized” and choose to combine material from influential think-tanks and other prominent organizations outside the scholarly journals when building on the previous research.

Grieco, Michelini & Iasevoli (2014, 1185) aim to explain the main reasons behind the increasing number of models. First, the impacts of a SE can be assessed in many ways depending on the objective and vary between short and long-term impacts, intended and unintended impacts and so forth. Second, each SE has a set of stakeholders to report back to who might be interested in different aspects of the business and its impact. Since there are no single model that suits all, categorization of them becomes increasingly important.

Guo & Bielefeld (2014, 7) state that for a social enterprise to measure its performance it needs to assess not only its commercial value, but its social value as well. McLoughlin et al. (2009, 155) note that while the activities and scale of operations of SEs vary, there is a common understanding in the sector about the need to advance skills to assess and report impacts. In addition to the perception of urgency within the organizations themselves, the pressure from funders and policy makers has led to an over pouring number of methods and tools for outcome and impact assessment. (McLoughlin et al. 2009, 157).

### 3.3. Existing frameworks

Arena, Azzone & Bengo (2014) divide the selected literature on PMS into four categories:

- 1) Adaptations of the Balanced Scorecard (Kaplan & Norton, 1992),
- 2) Contingency PMS models,
- 3) PMS models that integrate the views of different stakeholders and
- 4) Social return on investment (SROI) (Arena, Azzone & Bengo 2014, 655).

Bull's (2007) model 'Balance' is designed modifying the balanced scorecard and an example of the first category. As an example of the second type can be mentioned the logic model by Ebrahim and Rangan (2014) which suggests a process approach to performance measurement.

In their model organizational inputs and activities lead to outputs, outcomes and finally societal impacts. According to Ebrahim and Rangan (2014), since no organization is the same but has its own goals, capacities and missions, some of them should focus on evaluating their short-term results while for others it is recommended to consider the long-term impacts.

The framework presented by Arena, Azzone & Bengo (2014) includes mapping the effectiveness and efficiency of the venture with analysis on internal documentation such as budgets and interviews of the top management and representatives from different stakeholders. Their approach shows that in general the PMS are not assessing impact per se, but performance in a wider sense, and include impact assessment as one of the steps or outcomes. In order to be able to map and measure the performance (effectiveness and efficiency in addition to impact) of the case company, other methodologies of analysis should be added into this research. The core team should be interviewed, financial records tracked and all stakeholders, including customers, financial backers and partners interviewed. As this research aims to map the outcomes and impacts of the company for its service providers, it excludes other stakeholders. However, feedback sample from the first 23 users is used as part of the secondary data set.

Grieco, Micheline & Iasevoli (2014) define Social Impact Assessment (SIA) as the process of finding evidence that an organization is generating real and tangible benefit to the community or the environment through its activities. Private businesses and public organizations are not examined separately in the current literature, as both need to overcome the same challenges of having multiple objectives (Lane & Casile 2011, 241).

According to Grieco, Micheline & Iasevoli (2014) social impact includes intended and unintended effects, negative and positive effects and long- and short-term consequences. The authors developed a cluster analysis with a sample of 76 different SIA models and grouped them in macro-categories to help social entrepreneurs to choose the most suitable model for their own organization. By doing this they found out the similar phenomenon that Dees (2007) had pointed out earlier. The lines of non-profit, hybrid and for profit sectors are blurring and hybrid models using economic activity to pursue a social objective are starting to represent a fourth sector in the field. (Grieco, Micheline & Iasevoli, 2014, 1173-1174).

### 3.3.1. Outcome and impact evaluation

Outcome and impact evaluation of a social venture is far from simple (Guo & Bielefeld, 2014, 103). It refers to finding out the changes that happen to the individuals, the groups or the communities after the activities of the organization have been delivered. Guo & Bielefeld (2014) call short- and intermediate-term changes as outcomes and long-term changes as impacts. In other words, outcomes happen and can be measured directly after the program, whereas the analysis on impacts needs more time.

To understand the difference between outcomes and impacts, the authors give an example of a local waste management project in a low-income context. In the selected municipal solid waste campaign, the outcomes were an increased awareness in the community on different methods to deal with waste (composting, recycling, other methods). The impacts were behavioral changes in the community (no more plastic bottles in the river, other changes) indicated a couple of months after the campaign. (Guo & Bielefeld, 2014). Grieco, Michelini & Iasevoli (2014) add one more block into the chain by differentiating between outcomes and outputs, where the latter represents very short-term changes that can be identified immediately after the program.

### 3.3.2. Logic Model

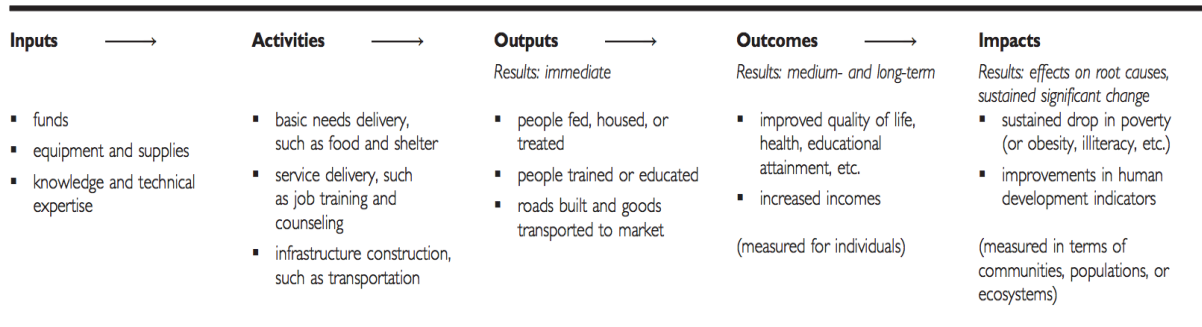
Impact value chain was established by Clark et al. (2004) and further on adapted and developed by Ebrahim & Rangan (2014) as the Logic model (Figure 1). The model is used to understand the relationship between the inputs, activities, outputs, outcomes and impacts of the project. In addition, its asset is in revealing and managing the process of moving from certain inputs to desired outcomes (Ebrahim & Rangan, 2014).

Outputs are seen as immediate results that can be identified and measured directly after the activities (such as number of people educated, amount of income earned by a family).

Outcomes are medium- and long-term changes and goals that can be identified after the activities of the project have been completed and time has passed. By impact Clark et al. (2004, 7) mean “the portion of the total outcome that happened as a result of the activity of the venture, above and beyond what would have happened anyway”. According to the Logic Model outcomes are measured for individual and impacts in terms of communities. Impacts

represent permanent, long-term changes for the population affected by the project.

Figure 1. The Logic Model (Ebrahim & Rangan, 2014).



### 3.4. Challenges

Scholars identify certain challenges in SIA models. The complexity of identifying qualitative and quantitative metrics for the organizations that need to report them and the fact that all organizations are different in size and focus has resulted as many models and a variety of indicators. No single standard or model has been developed, which means all organizations need to choose the model they find the most relevant for their purpose. (Grieco, Micheline & Iasevoli, 2014.)

“Assessing social impact is one of the most important challenges for scholars in the field of SE. The main problem is not the measurement itself, but the conversion of qualitative data related to the achievement of a social mission into quantitative metrics.” (Grieco, Micheline & Iasevoli, 2014, 1175).

Furthermore Grieco, Micheline & Iasevoli (2014) note that building an analysis differing from the traditional economic approach is difficult due to a deep-rooted belief that quantifying the creation of social value is extremely complex. According to Zappalà & Lyons (2009), unlike traditional accounting principles, there are no standards to measure and communicate the value of social impact, partly because of the lack of a comprehensive definition for the concept (Grieco, Micheline & Iasevoli, 2014, 1177). The weakness of SROI lies in its limitations to monetization. As noted by McLoughlin et al. (2009), not all impacts can be reduced to monetary measures, or it is not desirable to do so. Furthermore, SROI as a complex model is difficult to apply to organizations with underdeveloped measuring and reporting systems of social impact.

## 4. Methodology

In order to uncover the outcomes and impacts resulting from the operations of a tourism social enterprise in low-income countries, an intensive case study is conducted on a selected tourism venture. The objective is to identify how the concept has affected the lives of the community members acting as service providers for Duara Travels in its destinations.

By March 2017, the case company operated in 18 villages in Tanzania, Sri Lanka, Indonesia and Vietnam. Out of the 267 traveller nights spent in Duara villages, 229 had happened in villages in Tanzania and Sri Lanka. Traveller nights were calculated by multiplying the number of nights the families have hosted by the number of customers staying in the village during those nights. As most of the customers had stayed in Tanzania and Sri Lanka, these two countries were selected as the context for the research. The impacts for the selected sample are analyzed in detail using a framework that can be replicated for other current and future destinations of the case company. This chapter explains the choices behind the research design and methodology along with evaluating the trustworthiness of the study.

### 4.1. The research design

The ontological position of the research is constructivism or interpretivism (Bryman 2001), where the reality always depends on the people involved in it and is in continuous change. The positioning reflects the way the results of the study are understood. They are seen as perceptions of different individuals (including the researcher) and the reality is formed based on the results depending on the people involved in the research. The core assumption behind constructivism is that social reality is produced through interaction, and can change over time and context (Eriksson & Kovalainen, 2008).

The epistemological position of the research is interpretivism (Bryman, 2001; Eriksson & Kovalainen, 2008). With this approach, the conclusions are evolved from the interpretations of the participants rather than the abstract theories of the researcher or scientist. The research can be tied to the philosophical approach suggesting there to be many possible and meaningful interpretations of the world and underlining the close relationship between the researcher and the field of study.



As explained previously, opposing to traditional businesses the impacts of social entrepreneurship are challenging to define and evaluate with quantitative indicators. Thus, a qualitative research design is applied to be able to explore the phenomena without depending too much on numerical measurement (Zikmund, 2000). The qualitative approach of the research is an intensive single-case study (Siggelkow, 2007), and more precisely a case within a case study on two destination countries of the case company, Tanzania and Sri Lanka. The design is based on the villages where operations of the company have started during year 2016 and where the major part of the operations have occurred since March 2016.

Case studies are rich and descriptive, and are often used when exploring complex and poorly understood phenomena (Yin, 2003). Case study is chosen as the design for this study due to its freedom in using multiple data collection and data analysis methods (Eriksson & Kovalainen, 2008, 117) and due to the position of social entrepreneurship as a constantly evolving phenomenon, as discussed in the literature review.

When identifying impacts of a social venture, the nature of case study research leaves room for complexity and avoids simplistic research designs which is an advantage compared to other potentially more limiting designs. Despite criticized as vague or uncertain (Noor, 2008), the methodology is suitable for in-depth research on complex real-life phenomena (Yin, 2003). Finally, the purpose of the study is not to test an existing theory but to create new knowledge building on the findings of the unique case study.

## 4.2. Data collection

Opposing to an extensive case study, the key interest of an intensive case study is understanding the case itself, not testing an existing theory (Eriksson & Kovalainen, 2008, 118-119). As they are considered more convincing and rich if several sources of empirical data are used (Eriksson & Kovalainen, 2008, 126), two separate data collection strategies are adopted for this study. Due to their importance for a case study semi-structured interviews are selected as the primary source of data collection. Data acquired for another purpose than the current research is considered secondary data, in this case the feedback surveys collected by the company. (Yin, 2003).

Semi-structured interviews were conducted with three experienced Duara contact persons in two villages in Tanzania and one in Sri Lanka. In addition to the contact persons, two host families and a representative of the community savings group were interviewed in each village. These individuals are directly involved with the business model as service providers and thus the critical people to hear when identifying the perceived impacts of the company.

The sample for the interviews was selected based on the largest number of traveller nights hosted in the village since joining the operations of the case company. The numbers are calculated from a period of one year starting in March 2016, when seven villages in Tanzania were opened and the first village, Lembeni, received its very first traveller. In Tanzania the villages with the largest experience were Kizimkazi, with 56 hosted traveller nights and Lembeni, with 30 traveller nights. The numbers for Sri Lanka are calculated starting from August 2016, when two villages were opened on the island. In Sri Lanka the village with the largest experience was Neluwa, with 36 traveller nights.

Table 2. Number of traveller nights hosted in the villages in Tanzania and Sri Lanka.

| Tanzania:    | Sri Lanka:  |
|--------------|-------------|
| Kizimkazi 56 | Neluwa 36   |
| Lembeni 30   | Kalkudah 31 |
| Kigamboni 28 |             |
| Jambiani 26  |             |
| Likamba 22   |             |

Second, all feedback from the contact persons, the host families and the travellers in Tanzania and Sri Lanka during year 2016 were gathered and analysed. Since starting its operations in March 2016, the company had systematically collected feedback from its service providers and customers after each visit. It is important to note that while feedback from travellers was

received after nearly all visits, the feedback data from the family and contact persons lacked in quantity and did not cover all visits. The company had not succeeded to collect feedback from the service providers as systematically as from the travellers. For this research the available feedback survey answers from travellers, host families and contact persons are gathered and analyzed along with the data collected from the interviews. Both of the samples completed one another, and both of them had their own ethical considerations and shortcomings, which are analyzed in detail in chapter discussing the trustworthiness of the study.

#### 4.2.1. Interviews

The interviews conducted were semi-structured (Eriksson and Kovalainen, 2008) using a pre-designed interview guide (Patton, 1990). Typically, getting the same data from all case studies is the requirement for comparisons and reliable conclusions (Patton 1990), but as the core purpose of this study was not the comparison between impacts in the selected villages but the identification of a more general set of results, there was no need for a strict interview structure. The aim of the interviews was to collect rich data with thick descriptions from each interview, which was not possible with a questionnaire or survey leaving no room for additional questions or observations. Thus, the questions were not precisely the same for each participant, but were modified according to the answers and findings arising during the interview. In this case in addition to gaining thick descriptions, the adjustment of questions depended on the capability of the interviewee to understand them.

Due to very limited human resources in the village, I decided that the contact person is the most trusted person to assist in conducting the interviews with the families and the community savings groups, even when considering the potential conflict of interest. This decision came from the realization that they are the only people who speak both the local language and English and are capable to truthfully translate the results gained from the interviews with the interviewees. Despite the decision I acknowledge the risk of not using a neutral third party for the purpose of the research. In the same way I am aware of the ethical questions about my role as the researcher instead of a neutral third party. Further analysis on the trustworthiness of the research design follows in chapter 4.4.

In each case I interviewed the contact persons personally over the phone, through Whatsapp or Skype. The language of these interviews was English. After this two types of processes of interviewing the the host families and the representative from the community savings groups was practised depending on the internet connection in the village. If the connection was adequate, interviews were done over the phone with the translation assistance from the contact person. This was the case with two villages, Lembeni and Neluwa. If not, the contact person conducted the interviews with the interviewees in the village and reported the answers back to me over the phone. This was the case with one of the villages, Kizimkazi. Ethical questions and considerations using an intermediary in conducting the interviews are discussed in chapter 4.4. In short, the problematic in having the contact person as the intermediary is acknowledged, along with acknowledging that the value of getting any kind of data from the village outweighs the identified liabilities of the collection process.

When interviewing the contact persons, I recorded the interviews and produced a word-to-word transcription of the interview based in the recording. This method applied to all interviews done over the phone directly. What comes to the interviews conducted by the contact person, they were asked to take detailed notes of the interviews in their native language. When reporting the answers back to me, I asked the same questions that the contact person had asked the family, but this time in English. The contact person translated the answers from the interviewees and I recorded them for producing a word-to-word transcription, although this time, acknowledging that these are not the interviewees' own words but translated notes made by the contact person.

#### 4.2.2. Feedback

Feedback survey answers from travellers, host families and contact persons were used as secondary, complementary data. The feedback was collected by the company and both quantitative and qualitative questions were used. After each quantitative question the respondent was asked to explain why a certain rate had been given for further details which was fortunate for the research in order to draw thick descriptions from the data. Open answers from feedback surveys served as secondary data for the research.

The contact person feedback sample included answers from five experienced contact persons,

all of them in Tanzania. The company had not received such detailed feedback from contact persons in Sri Lanka. The family feedback sample included six answers from Tanzania and four from Sri Lanka. The feedback was collected after first traveller visits during spring, summer and autumn 2016. The data from traveller feedbacks was divided into positive and negative descriptions. When looking at the feedback from contact persons and host families, most of the feedback was positive. That is why the data from their answers was divided into thin and thick descriptions.

What comes to collecting data with interviews or feedback surveys, it is important to note that the questions strongly direct the answers and their interpretations especially with closed questions, but also with open-ended questions. The design and framing of the interview and feedback survey questions and directly affect the themes studied and thus the results of the study.

In order to come up with a holistic, large-scale analysis of the impacts of Duara Travels in the village, data would also be required from the community members indirectly involved in the business model. The individuals in question are members of the local community who do not receive a share from the travellers' bookings but are under the influence of their visits. The discussion in chapter 6 asks which additional information needs to be collected from the villages in the future in order to arrive to the final full conclusion on the impacts of the business model.

### 4.3. Data analysis

Eriksson & Kovalainen (2008, 127-128) state that data collection and data analysis are seldom clearly separate processes, and the analysis starts immediately after conducting the first interview. It is natural and useful for a researcher to start reflecting on what the interviewee has said and sometimes what they have not said right away (Farquhar, 2012, 90).

According to Saunders et al. (2007), there are no one and only standardized approach to data analysis, but the most common way to proceed is to start seeking categories and connections within the data. The categories cannot be determined beforehand, but arise from the data (Schmidt, 2004). Miles & Huberman (1994) introduce three main streams of activities in

qualitative analysis. The first is reducing data without losing the information in it, which happens through coding, which according to the authors is the base for qualitative analysis. Codes are tags and labels attached to thick descriptions, such as words and phrases and their purpose is to categorize and pick meanings from the data. Farquhar (2012, 93) states that whatever the chosen approach may be, the researcher has to go through the process of coding to be able to interpret the data in a meaningful way. Following the theory of Miles & Huberman (1994) the next activity is data display, which means presenting coded data as graphs or diagrams and finally, drawing and verifying conclusions based on these displays.

The data analysis in this research builds on the Miles and Huberman approach and uses coding and memoing as data analysis tools. The approach is selected due to its suitability in discovering and summarizing patterns that arise from the data. The analysis is completed manually and no computer program is used. This strategy keeps the researcher closer to the data and leaves more room for memoing of observations and ideas occurring while coding (Miles & Huberman, 1994). After coding, the findings are collected to tables (Appendices 1-6) and conclusions are drawn based on these findings.

#### 4.4. Trustworthiness of the methodology

There are certain ethical issues and considerations to take into account when collecting the empirical data. One of the issues is the role of the researcher as a founder in the case company, which the contact persons and the families are aware of. This may cause the interviewees to hide facts or modify their answers to suit purposes they assume the researcher to have as a founder in the business. They can report that they have spent the money earned from the case company in what they think the company considers “important”, e.g. to schooling of their children or to renovations of the house, even if they have spent it on something they think the company would consider “less important”. They might also, even very likely so, refuse from talking about problems caused by the travellers or their participation in the business, even if they have identified such problems. Acting as a service provider for the case company is an additional, even remarkable, source of income for the interviewees which causes a risk of results where positive and negative data are unbalanced and the positive impacts are highlighted.

The research purpose, or the purpose of the case company in general, is in no way to regulate or control how the host families and the community savings groups spend the money earned from the company. However there is a visible risk that especially the host families did believe there to be a hidden agenda when answering the questions. It was important to clarify to the contact persons that there are no right answers and that the most valuable answer is always the truth.

Second, using the contact person as an intermediary for conducting the interviews with the families created a different kind of risk. Since the contact persons probably are inexperienced in conducting interviews, their notes most certainly did cover everything that the interviewee told them. Hearing and taking notes of everything is practically impossible if the interview is not recorded. Translating the interviews is also problematic since it may alter the message of the interviewee or create alternative interpretations for the original message even when the translations were done while the researcher asked the questions over the phone. As translated results cannot be avoided due to no common language, the contact persons needed to be relied on assisting with the interviews. This required making it clear to the contact persons that the research did not hold biases and asking them not to interpret the answers from interviewees, but to take word-to-word notes or produce word-to-word translations.

Operating with the contact persons was highly vulnerable as they have a major role in the concept but also as they were not used to the role of a researcher or neutral interviewer. No compensation was offered to them in return of assisting in the interviews, which might have caused unarticulated frustration. All in all it was challenging to get them involved and committed to the research, and have them take the ownership of the success of the interviews in their own village. Finally one interview with one of the community savings groups was missed due to not being able to reach the contact person despite multiple contact requests.

As there was a potential conflict of interest to the contact persons of showing the interview results in a positive light, additional method of data collection was added along the process. The feedback survey answers as research data were not unproblematic either, since they were generated for the company and represented the first evidence of outputs and outcomes in the villages. They were however, a complementary and valuable source of data to analyse when

determining the initial impacts of the concept. It is important to note that the feedback was collected directly from the experienced host families without an intermediary and translated into English by an outside translator during year 2016. They were produced outside the research and did not serve the research purpose per se, which made them relevant in making the data richer.

Considering the downsides of using contact persons directly involved in the business as intermediaries and their potential own agenda in making the research results seem positive, and on the other hand their personal attachment to the concept and their deep understanding of the reality of the families and the vision and motivational drivers of the company itself, I see the methodology choices of the study well-grounded in terms of research ethics.



## 5. Findings

As described by Farquhar (2012), reflecting the data starts right after the first interview and observations are made along the process of coding and memoing the material. This chapter aims to describe the process of analysis from the recording of the interviews all the way to the pursuit of meanings and conclusions behind the data.

After transcribing the interviews and drawing a detailed summary from the feedback surveys, all empirical data was coded and collected to tables with direct quotes. The tables of all interviews and feedback can be viewed as Appendices 1-6. After this the material in the tables was categorized and the findings were drawn under common themes according to these categories. The findings from the interviews and the feedback were coded and categorized separately and assembled together for the full data analysis. All empirical data from customers, contact persons, host families and savings groups were gathered under the same categories to come up with a coherent understanding of the overall outcomes and impacts for the individuals involved in the research. Although categorized, it is important to note that life changes in reality are often interconnected, thus social and economic impacts are sometimes difficult to separate from one another and may overlap in the analysis.

What comes to the people involved in social businesses, they are often referred to as “beneficiaries” in literature. When discussing the case company Duara Travels, instead of the term “beneficiary” the term “service provider” is used to more accurately describe the active role of local families and contact persons in the concept. The only true beneficiary group in the business model is the community savings group, and the company is currently exploring ways to involve them in the concept as active participants rather than passive beneficiaries.

### 5.1. Interviews and feedback

The interviewed contact people were Aisha Ali, age 25, Haruni Msangi, age 60, and Anil Jayawardena, age 36. Ali and Jayawardena had been contact persons from the beginning, but Msangi started off as a host family and became the contact person for Lembeni in autumn 2016 after an unfortunate family incident had occurred to the original contact person Henry Sangiwa. Ali is the contact person for Kizimkazi and Jambiani in Tanzania and Jayawardena

is the contact person for Neluwa in Sri Lanka. The basic information asked from each contact person was name, age, profession or livelihood, date of starting as a Duara contact and number of travellers received. In addition, the monthly income without earnings from Duara and cumulative earnings while acting as a Duara contact person were inquired.

Two experienced host families were interviewed in Kizimkazi, Lembeni and Neluwa. In addition, one host family which had not received customers yet but had joined the family circle was interviewed in Lembeni. The first name of the woman in the house is often used as the family name in Tanzania and Sri Lanka. The interviewed families were Aisha and Hawa in Kizimkazi, Mary, Haruni and Farida in Lembeni and Ganthi and Asoka in Neluwa. The basic information asked from each family was family size, livelihoods and income per month in the family. In addition, the amount of customers received, savings per traveller per day and cumulative earnings while acting as a Duara host family were inquired.

The interviewed community savings groups were Mama Anna Nursery School in Kizimkazi and Kikoba in Lembeni. No interview from the community savings group in Neluwa was received, despite multiple requests. The basic information asked from each group was the number of members, core activities and purpose of the organization. In addition, the reason behind the activity of collecting capital was inquired. All interviews with contact persons, host families and community savings groups were conducted in April 2017.

The feedback sample consisted of five answers from Tanzanian contact persons, six answers from Tanzanian host families and four answers from Sri Lankan host families. No answers were received from contact persons in Sri Lanka. The questions in the contact person and family feedback survey were somewhat directive and focused on the inputs and expectations of each service provider, but did offer complementary data on the outputs, outcomes and impacts of the concept as well.

The feedback sample from customers consisted of 23 answers with six answers from travellers in Sri Lanka and 17 travellers in Tanzania. The questions in the customer feedback survey concerned the communication with the contact person and the host family, the hospitality of the contact person and the host family, facilities, food and safety. Customer

feedbacks can be seen as the most reliable source of information since the respondents in the group are the only stakeholders with no personal agenda to make the business seem unproblematic or better than it is in reality. All feedback from contact persons, families and customers was collected between March 2016 and December 2016.

The data from customer feedbacks was divided into positive and negative outcomes and impacts (Grieco, Michelinini & Iasevoli, 2014). All other data from feedbacks and interviews was divided into thin and thick descriptions and categorized into social and economic inputs, outputs, outcomes, impacts (Ebrahim & Rangan, 2014) and other interesting remarks. The final categories of the data analysis were personal and professional development, economic changes, changes in social life, negative impacts and other interesting remarks. All data from contact persons and host families are analyzed along the chapter 5. The more limited findings from customer feedback surveys and interviews with community savings groups are analyzed in chapters 5.4. and 5.6., respectively.

## 5.2. Personal and professional development

### *Contacts*

At the time of the interviews, all of the contact persons had an official profession in addition to acting as a Duara contact. The professions of the contacts were teacher, reservationist in a travel agency and landlord renting out buildings and apartments. Two of the contact people had remained in the same job, but one of them had changed jobs after starting as a Duara contact. The contact person in question had previously been involved in a small business selling clothes and shoes and helping her mother with a cooking business. She had started as a Duara contact person in February 2016 and received her first customer in April 2016. She started at the new job as a reservationist in a Finnish travel agency in August 2016 after acting as an active Duara contact for four months. During the interview she identified the benefit of her experience as a Duara contact before starting in her new job and thought that having had the experience of interacting with travellers on a regular basis made her current job easier. “Experience in communicating [with customers] helps me in the company where I am working.” The experience in communicating with the customers of the case company can be seen as an advancing factor the travel agency to recruit the contact person in question. The

fact that the travel agency and the case company are both Finnish owned can be seen as another factor that had weighed in the recruitment decision.

All three contact persons identified the benefits of acting as a Duara contact in terms of improvement in their communication skills, but did not highlight the impact on their language skills. Instead, the learnings they acknowledged were rather abstract and had resulted from sharing ideas and discussing with the customers on different topics. It was clear that the contact persons appreciated the benefits of interacting with the customers as deep-rooted learnings rather than practical skills such as an improved level of English.

In the feedback survey two of the contact persons indicated the expected benefits from acting as a service provider by saying that they the case company Duara to “grow and expand professionally” and “to improve personal development”. These expectations on desired outcomes and impacts did not show as clearly in the interviews but showed some hints of them. One of the contact persons said that acting as a contact person “has given me a sort of education”.

### *Families*

The livelihoods in the families covered a wide range of unofficial and partly official professions. In the estimated order of frequency in the answers, the professions of the family members were farmer, small business owner (selling bread, fruit, clothes or other daily goods), unemployed, fisherman, truck driver, dala dala conductor, teacher and doctor. All family members in each village had remained in the same job where they had worked before starting to host travellers. Most of the families did not identify changes in their workload and reported that the amount of work they perform today was “just the same” and “because the travellers come time to time there’s no changes for the timetable”. One family explained that the workload had not changed much, because “while they continue to do their own things, they host travellers as well”.

One family reported that the workload in the family had decreased because of the case company. They explained that “before they had to do lots of things and now they get money to do other stuff”. When inquired about the changes in the workload for each family member,

they reported that the husband, who used to work as a fisherman almost every day, now sometimes he gets to rest. When inquired further it turned out that while the workload of the husband had decreased, the workload of the wife had increased. This is because when the family hosts travellers, the wife is in charge with her sister and the husband “most of the time is not around till at night”. It appeared that the husband had gained more free time after the family started hosting travellers and while the wife takes care of the travellers the husband “goes to friends and to the beach”. Another remark from the same family came up when discussing the schooling of their child. The wife told that their child used to live with relatives and go to school in Stone town, but had now returned back home and studied in Kizimkazi. Whether Duara had affected the change of schools or not cannot be interpreted from the interview.

For the host families, the most significant change and benefit in terms of personal development resulted from acting as service providers for the case company seemed to be the opportunity to practice their English skills. The impacts on learning English and improving the language skills of the family were mentioned in each interview and feedback survey. Furthermore, almost as frequently was mentioned the importance of exchanging ideas and experiences with travellers. Learning about the culture and way of life and of the travellers was highlighted and appreciated in each village. Learnings on how to live with different people from different nationalities were mentioned by two families during the interviews. Learnings on which food the customers prefer was mentioned by one family.

### 5.3. Economic changes

#### *Contacts*

Two of the three contact persons identified the economic improvement in their life that had resulted from acting as a service provider for the case company. One of them said that it had not affected their economic situation much and claimed that “so far it hasn’t made a huge difference in my livelihood”. From the data it can be interpreted that identifying the economic impacts of acting as a contact person probably depends on two factors: the monthly income or salary of the contact person without earnings from Duara and the amount of cumulative earnings from the case company before the interview. The contact persons were asked to

report their monthly income without earnings from Duara in order to keep them comparable in relation to other contact persons and their own earnings from Duara. The monthly salaries of the contact persons are 165, 205 and 1245 euros per month. The cumulative earnings from the case company for the two latter contact persons are 230 and 250 euros, respectively. The first contact person with a monthly income worth 165 euros did not know her cumulative earnings from the case company.

The two contact persons with the lowest incomes per month did identify the importance of acting as a contact person in their economic life. One of them says that the case company has improved their life financially. Two of them reported that they had spent everything that they had earned from the case company. One of them had saved most of it for future use and reported planning to open their own fashion business in the future with their saved earnings. One of the contact persons acknowledged the importance of the extra income and told that they spend the money to buying food and clothes for their family. The contact person with the highest income per month did not identify the economic changes in his life or found them very small, and told that “it wasn’t actually much, I think I spent it on food and fill up the car”. He explained that as “the customers of the company come from time to time, it hasn’t affected much, yet”.

When looking at the feedback survey, the economic outcomes played a minor role compared to social outcomes, but were still represented. Only one of the contact persons mentioned income as a reason to join Duara, and one of them mentioned that in addition to making friends, earning income had improved their life after joining Duara. One contact person talked about economic outcomes of the case company in a different, more philosophical way and observed that “no matter how poor or rich or where you are from we are all equal”.

Contact persons were also asked to comment on the pricing on the feedback survey, in other words their own share of the payment. The answers hinted that the payment for the contact persons is a bit lower than what they wish to earn. One of them acknowledged that the share for the contact person is lower than for the family and said that “they do provide traveller breakfast, lunch and dinner so for me it is just right”. One of them said that “compared to the standard of living it would be better if [the company] reviewed the prices”.

## *Families*

The family size in the interviewed families varied between 3-6 members and the monthly income of the family between 123-327 euros. The correlation between the number of members in the family and the amount of monthly income was weak. There were no differences in the income level of the families between the two countries. For one family the estimation of their monthly income was difficult, because they do not keep record of it and because it varies from month to month due to no fixed salary. Three of the host families did not know or could not remember their cumulative earnings from Duara. For the other families the cumulative earnings varied between 88-137 euros. It is important to note that the data on monthly income was not received from two families that had hosted the most travellers, thus earned the most income.

In two of the villages the savings per traveller per day were between 7-8 euros. In one of the villages the other family could not remember how much money they are able to save per traveller and the other said that they save “nothing, because they used it for children’s education”. When asked again, they clarified that they spend their own money when preparing for the traveller, and spend all the income they get from the case company for their children’s private education. The family said that private education is “very expensive”, and means that they need to cover tuition fees, buy books and other materials. Similarly one other family reported that they spend the earnings from the company to help their child study by paying school fees and giving them pocket money. Two families reported that they had spent the earnings from the company to renovating or “improving” their house. The first family was in the process of renovating the whole house and the second family mainly wanted to improve their toilet. One of the families said that they spend all of the earnings to give the travellers a good accommodation and food, and another family told that they had spent the money on a fan and throwing a small party for their relatives. One of the families planned to start a small project for chicken (selling eggs and chicken) when they earn enough income from hosting travellers.

In addition to the mentioned economic outcomes, some long-term impacts could be

interpreted when analyzing the interview data. When asked what the families had learnt while acting as a host family, interesting remarks about financial learnings arose. The families in one village said that the travellers had taught them “how to budget the food” and “how to keep and spend the money”. When looking at the feedback survey answers, similar information appeared. One family felt thankful for the travellers since they “help to boost the economy and give advice for business and education”.

## 5.5. Social life

### *Contacts*

Within all contact persons of the case company, the contact persons interviewed for the study had the most experience in receiving customers through the case company. However, one of the contact persons did not keep track nor knew how many customers they had received. From the database of the company could be seen that the contact person in question had received 15 customers by the time of the interview. The second contact person had received nine customers and the third 10 customers. The two latter more or less remembered all the customers they had received.

All interviewed contact persons highlighted the social outcomes and impacts in their answers, both in the interviews and in the feedback surveys. They repeatedly mentioned that they appreciate meeting new people from different cultures, sharing ideas, learning new things and making friends. When asked what the learnings are they named cultural and political things and environmental things. “We talk about the environment of other countries and in our country.” The contact person who did not identify changes in his economic life, acknowledged changes in his social life and claimed that “personally [the case company] has affected me”. Unfortunately all of the descriptions that came up in the interviews considering social outcomes were relatively thin.

When asked in the feedback survey what made the contact persons to join the case company, the answers varied much more and offered thicker descriptions. One of the contact persons said that they joined the case company “to build mutual interaction and connection with people from other parts of the world” and another said that their reason to join was to “help



travellers knowing my african culture which I am proud of”. The latter answer is interesting in particular, and indicates that the contact persons have a need to introduce foreigners into their culture and share it with them, not only learn from them.

Similarly when looking at the feedback surveys, the expectations of the contact persons about the case company were strongly linked to expanding the worldview of not only themselves, but the travellers visiting their village. The contact persons expected that the company helps them to “bring people on the other side of the world and see things beyond doubt” and “building a network which will unite people from multinational diversity”. Some of the contact persons who answered the survey put emphasis on friendship and said that their expectations on acting as a service provider were “all about making friends”. The outcomes they identified in the feedback surveys reflected their expectations and highlighted meeting new friends, sharing ideas and learning how people live in other parts of the world compared to the villages.

### *Families*

The interviewed families had hosted between 0-7 travellers. One of the families did not remember how many travellers they had hosted and one family remembered they had hosted travellers five times but did not remember how many individual travellers it meant.

Undeniably the biggest impacts in the lives of the host families resulting from acting as service providers for the case company are social impacts. Positive social changes were the most represented benefits among all answers in the interviews and feedback surveys. When asked how other family members than the interviewee felt about hosting travellers in their home, the interviewees said that “they are proud and happy to be with travellers”, “pleased to host travellers”, “feel good when they see travellers” and “like it”. One interviewee said that their family feels proud because “the travellers do not come for all families but for the special family”. In one family the interviewee was not sure how other family members felt about it.

From the data it could be interpreted that the social impacts are significant for the lives of the host families and affect them more than the lives of the contact persons. One family said that “before they came they haven’t had much change in their life”. However, the reported

changes were rather abstract or symbolic than practical. Most of the families did not identify concrete day to day changes in their life but highlighted the impacts for their personal lives and attitudes. They also appeared to appreciate the travellers very much. Comments drawn from the feedback data show that the travellers staying in the village are “warm”, “charming”, “well-mannered” and “like our own family”. Two families thanked the travellers for being interested and liking to participate to little things. Many families named making friends abroad as one of the best outcomes of being a host family.

## 5.4. Negative outcomes

### *Contacts*

Two of the three interviewed contact persons identified some problems and challenges with the travellers, families or the community that affected their work as a contact person. One of them did not identify any issues with any of these groups and said that everyone in the village is happy with Duara. When asked again, they still could not remember any minor issues or problems that would have occurred while acting as a contact person.

The challenges mentioned by the other contact persons were related to language problems (customers or host families do not speak English or understand each other), differences in the culture of communication (customers are difficult to reach, misunderstandings with given directions), some customers’ special requests (concerning the facilities of the house) and challenges with the community (persuasion of the community leader about the company). It is important to note that the problems and challenges mentioned in the interviews are perceptions and interpretations of the contact persons. For instance, the customers might have special requests concerning facilities, or they might be misinterpretations of the contact person. However, when analyzing the perceived impacts for the contact persons both scenarios are equally true and whether the customers have had special requests in reality is irrelevant.

The empirical data hints that occasional challenges for the contact person acting as the link between the customers and the host families occur. It may include pressure from different kind of communication cultures, requests from customers or families, conflict situations with

the heads of the community and so forth.

In addition to the previous topics, one of the contact persons mentioned a change related to their workload and future plans, which could be interpreted either as an undesired or a desired outcome. As the contact person is acting as a service provider for the case company and in addition working full-time in another job, they will have to find an employee to help them with the future fashion business. That is because they do not have time to run it on top of their current responsibilities. Depending on the aspirations of the contact person, this can be interpreted as a positive impact or as a negative one.

Table 3. Examples of challenges perceived by the contact persons.

|                     |   |
|---------------------|---|
| With customers      | <p>“Sometimes they get lost or forget where to drop off”</p> <p>“We have the culture of calling someone many times to make sure everything is OK - - it might be a disturbance”</p> <p>“If they’re only woman travellers they need special toilets -- different type of toilet in Africa”</p> |
| With families       | <p>“Will they accept the project because it’s something they have never done before”</p> <p>“If they can get travellers because some members thought it was just a joke”</p> <p>“Are they really going to benefit from it”</p>  |
| With community      | <p>“Chairperson refused to host travellers so I had to go there and solve it out”</p>   |
| Personal challenges | <p>“It will be difficult for me to handle all things so in future I will have to get someone to help me with my other business”</p>   |

### *Families*

As anticipated, topics related to problems and challenges were challenging to discuss with the host families. Even when encouraged to do so, the families seemed resistant to bring up

potential negative outcomes related to their role as a host family. However, minor things due to the behavior and daily rhythm of the customers affecting the day to day life of the families could be interpreted. One family mentioned that the customers go to sleep very early, which means that the family “must stop talking not to be disturbing the travellers”. All other interviewed host families reported that their life had not been affected in a negative way because of the behavior of the customers or any other issue related to them. In addition they claimed that they had not had problems with the community or in their own family either.

When looking at the feedback surveys, some concerns and worries arose. One of the families host mentioned that they are worried when the customers come home in the dark, and another family was concerned if the food and the environment would please the customers. Although the material is thin, it hints that hosting international travellers in their home causes anxiety and insecurities in some of the families. The reasons can be the facilities in their home, the quality of food they are able to serve and other issues related to hospitality. One family noted that “Firstly, they [travellers] should be patient with our way of life. Secondly, they should understand that we are still learning. We do not know how to speak English well.”

### *Travellers*

When analyzing the feedback data from the travellers, a more coherent understanding of the negative outputs of the concept can be adopted. First, more signs of communication challenges between the customers and service providers could be seen in the travellers’ answers. Different communications standards and time span effected on the success of the experience and thus created pressure for the contact person. Misunderstandings mentioned above are often claimed to be the fault of the contact person. When communication challenges occurred, the travellers tended to interpret them as mistakes made by the contact person. When discussing the communication via mobile phone, the travellers assumed that it is the responsibility of the contact person to reach them, even if they were not able to reach the contact person themselves due to limited internet access or no credit on their phone. It appeared that the contact persons were not online but did have credit on their phone, and the situation was the opposite with the travellers. In addition, some travellers reported that it was difficult to reach or understand the contact person via email, but had no problems understanding them face to face. Comments about delays in communication via email were

common in the data. One of the customers told that the contact person “called me and promised to send me the details of how to get there the same day, but I only got them the day after”.

On the other hand some travellers described their contact persons as “helpful”, “friendly” and “flexible”. They gave them credit for their English skills and thanked them for being “easy to reach”, “available when needed” and “friendly on the phone”. Furthermore they reported that their contact person “contacted us actively”, “replied quickly” and “answered all our questions”. Roughly half of the travellers gave sole positive comments about their interaction with the contact person.

When asked about the hospitality of the contact persons, most of the travellers felt positive. They reported that the contact person offered them help and took good care of them. Two travellers gave the contact person credit for “trying their best”, which hints that the traveller expected more. One traveller reported that the contact person helped them “only when asked” and one other said that the contact person was “maybe even too helpful”. Dealing with different kinds of personalities may create pressure for the contact person. Some travellers need more privacy than others, and the contact person and the host family must learn to identify and adopt to those needs in order to success as a service provider in the concept.

What comes to the interaction with the host families, the travellers were divided into two groups. Many of them said that despite not having a common language they understood each other and communicated with e.g. hands, gestures and smiles. This group did not mind the limited English skills of their host family, while the other group saw limited English skills as an obstacle for proper communication. The latter group did not understand the host family, got confused with meal times and felt awkward in the family, at least in the beginning. One of the travellers was disappointed since they wished to have “real conversations” with their hosts, which was not possible since they “did not speak a word in English”.

What comes to the hospitality of the host family, similar results arose from the data. One group of travellers reported that the family made them feel very welcome and part of the family. They told that the family “treated them like a friend, not guest”, or that they felt like “a very special guest”. The other group of travellers did not feel welcome and felt like some

family members were not happy to have them in the house. Two travellers said that they got too much attention and would have needed more privacy. One traveller told that the family did not show them around and that they felt like staying in a guesthouse. Two travellers reported that they felt like outsiders in the house.

However, the biggest complaints from travellers did not come from the interaction and hospitality of the contact person or the family. The biggest issues were related to the facilities of the house. The travellers reported that the house was “noisy”, “hot” and “air in the room not fresh”. They claimed that it was difficult to sleep, that there were basic utilities missing and no place to store valuables. Some travellers were disturbed by not having enough privacy in the bathroom or warm water to shower with. Warm water and water toilet in the house are not requirements for the concept, but clean running water is. Other travellers were satisfied and expected basic facilities and thought that the house was “clean”, “comfortable” and “sufficient”. One traveller reported that the house was better than expected. The food served by the host family was rated fantastic and very tasty but also very simple and not good. Eating together with the family was appreciated, and the travellers were disappointed if they had to eat alone. All travellers felt really safe in the family and in the village in general. None of them reported issues with safety.

## 5.6. Other interesting remarks

### *Contacts*

One theme that was repeatedly spoken of in all interviews and feedback surveys was that the contact persons wished to receive more travellers in the villages. The answers hinted that the reason for hoping more travellers in the village was not only to gain more income for the contact person. In fact, it could be interpreted that the contact persons wished so because they had seen how receiving travellers in the village affected the current host families and the entire community. One of the contact persons explained that “other hosts ask me when will they come so they need to get travellers” and another said that one of the major learnings for him is to see was “how it has affected the families”. The third said that they hope that the program would expand to another part of the area which they are responsible of. It seems that not only do the contact persons wish to earn more income, but more importantly wish to generate more income to the village and the families. Considering the differences between the monthly income of the contact persons and host families this observation seems credible. It is

positive result for the case company, since the contact person is the most crucial person in the business model and needs to be motivated in order for the business activities to succeed in the village. If the contact person felt that they are earning too little or felt jealous for the host families, the business model would not be sustainable.

However, what lies underneath this assumption is another angle that one of the answers hinted when talking about maintaining the lifestyle [generated by the case company] and when saying that “it’s better this program to be continuously and the travellers coming all the time”. It can be interpreted that earning income from the company has made an impact to the life standards of at least some of the contact persons and host families. Thus, if the earnings suddenly stopped it would have implications to the lifestyle of earning extra income from travellers, even if it happened unpredictably and seldom. It can be anticipated that in this case the host families would suffer bigger losses than the contact persons, since their livelihoods are often unofficial and income unpredictable compared to the contact persons whose professions are official and income fixed.

### *Communities*

More research needs to be conducted in order to explore the impacts of the company for the entire community. For this research, only two interviews were received from the representatives from the community groups. One of them was a nursery school run by local women and the other was a local savings group. The number of members in the groups were 23 and 30, respectively. One of the groups was recently identified by the contact person and had not received a payment from the company yet. The other group had received a payment from the company worth 55 euros, which they had spent in buying clothes and materials for making baskets for sales. According to the representative of the group the capital earned from these sales was spent in helping community members “who don’t have any help from others”. Finally the surplus earned by the group was put on an official bank account and divided among the members of the savings group. The other group that had not received a payment from the company yet claimed to spend the capital earned in the future in renovating the school, feeding the students and paying the teachers who are currently not paid. An interesting remark is that despite this group is located in the village that had hosted the most

travellers, it still had not received any payment from the company.

Based on the interviews, it is still early to evaluate the outcomes and impacts on the communities outside the service providers of the case company. One of the representatives told that the members of the group “didn’t know there are people hosting travellers in their home” and when they see travellers in the village they “think they are from hotels”. The representative from this group reported that the members had not met the travellers who had stayed in the village through the company. The representative from the other group, which had received money from the company, said first that there is “no effect for the community”. After asked again they pointed out that getting profit from the company helps the group to do many things and that “many people work hard because of the travellers” and “all people try to learn of the travellers”. Moreover, the representative told that the members in the savings group are “proud, because it’s not every group or every community that have the white people”. They told that in Africa receiving white people as guests is perceived as good luck.



## 6. Discussion

This chapter offers a deeper analysis of the findings in the data and discusses the perceived impacts in a reflective manner. The chapter explores the observations from this study and compares them with selected previous findings of similar enterprises in similar contexts. The goal of the chapter is to introduce how this study is relevant to the field and adds onto the previous knowledge on outcome and impact evaluation in social entrepreneurship. In addition, the chapter critically discusses the process and liabilities of the study.

### 6.1. Inputs, Outputs, Outcomes and Impacts

In order to discuss the entire process from inputs to impacts of the company in its village destinations, a framework is constructed building on the findings of the data analysis. The perceived inputs are drawn from the empirical material, mainly the feedback surveys, but are not analyzed further since their evaluation is not part of the research problem. The activities are not analyzed but are included in the tables in order to build the full framework following the Logic Model (Ebrahim & Rangan, 2014). Observations on economic life changes for the contact persons, host families and communities are introduced as Table 4 and discussed below.

Table 4. Logic Model on economic changes in the villages.

|                | Inputs   | Activities  | Outputs                                   | Outcomes (individuals)  | Impacts (community level)  |
|----------------|--|---|---|---|--|
| Contact person | Being available and easy to reach<br>-Ownership of internet devices and a mobile phone | Coordination<br>- Calling and visiting the families<br>- Emailing and calling the customers | - Earned income<br>- Personal development | - Savings for own business<br>- Feeding the family<br>- New job opportunities | - More capital and business activities in the village                            |
| Family         | - Preparing the home and bedroom<br>- Preparing meals for the                          | Hosting travellers in their home  | Earned income                             | - Increased level of income<br>- Children's education<br>- Renovating the     | - More children going to school<br>- Better living conditions and housing in the |

|           |   |   |                            |  |  |
|-----------|---|---|----------------------------|--|--|
|           | travellers  |   |                            | house<br>- Nutrition of the family   | village<br>- More small businesses & entrepreneurship in the village   |
| Community | - Active nursery school<br>- Active savings group | - Teaching local children<br>- Collecting capital together by selling goods | Support from Duara Travels | More capital on<br>- Renovation of school<br>- Paying teachers' salaries<br>- School books | - Motivated teachers and better quality education for local kids<br>- Improved living conditions for the poorest |

When looking at the economic life changes for the service providers it is important to note how little they remembered or knew during the interviews. It seemed like the financial behavior of people did not depend on the two country or culture but on the individual and could vary between different families and individuals in the same community. One of the contact persons could not remember how many travellers they had received nor how much money they had earned as a contact person. One of the families had a hard time remembering how many travellers they had hosted, how much money they had earned from Duara or even how much money they normally earned per month. Some families could not identify savings from Duara and claimed they had not saved any of the money earned from the company.

All of this is problematic for the case company with a mission to increase the income levels of its service providers and communities in local villages. For the purpose of this research it is important to ask if the economic outcomes and impacts of the company can be identified if the service providers do not know their own earnings and thus might not know how they have spent the money earned from the company even if the company was able to calculate the earnings for each service provider. This is relevant for all research on social entrepreneurship as a driver for social development in low-income contexts. Someone could claim that in this case the social venture cannot provide information on how the earnings have impacted the life of its service providers, but only a number of the money they have received. The same issue holds with any other stakeholder. How can the tourism ventures identify or measure their economic benefits if the service providers do not keep books of their personal finances?

For instance, one of the contact persons does not keep track of the number of travellers nor the amount of income they have received. From the record of the company can be seen that the contact person has coordinated 86 traveller nights and has earned 3,3-4,5 euros per night. The cumulative income of the contact person from the case company is between 283-387 euros, which is more or less equivalent to a two month salary in their permanent job where they earn 165 euros per month.

One of the host families claimed that they do not save anything and spend all the money on providing food and accommodation for the traveller. This is not in line with the pricing strategy of the company, which is designed to guarantee that the family can save at least half of the payment they receive. Whether it is harmful for the local population not to be aware of what they earn while working for a tourism social venture, is unclear in the previous literature. Sloan et al. (2014) state that employing local people show far more positive effects than negative effects. In their case study on SEs in developing economies, the employment possibilities for locals resulted as improved living standards in all seven cases. Similarly they stated that the local population does not need to have previous experience in hospitality or other relevant industry in order to be able to be capable to work for a tourism social venture (Sloan et. al 2014). Most of the contact persons and all of the host families of the case company have no previous experience in the tourism industry or knowledge on international standards. Despite this, they have been able to execute the operations of the company at an adequate level. This study adds to the research by Sloan et al. (2014) and suggests that service providers of tourism social enterprises are not required to have previous expertise on tourism services.

According to the empirical material, no jealousy related to improved financial situation of the host families had occurred yet. This may be true since at the time of the research the case company had only operated in the villages for a bit more or a bit less than one year and the volumes were still very low. The host families were not receiving travellers on a weekly or monthly basis, but very occasionally and the income earned from the activities was not significant compared to their normal income level. So far most of them had gained cumulative earnings from the company that corresponded a one month income of the entire family. However, significant additional income flows could be expected in the future with a few more

travellers in the village. For instance, hosting two travellers for three nights once per month would increase the monthly earnings of the family by 22% - 59 % depending on the income level and the agreed compensation in the village:

- a) Neluwa 91 euros, monthly income 155-187 euros
- b) Lembeni 72 euros, monthly income 204-327 euros
- c) Kizimkazi 67 euros, monthly income 123-225 euros

Making sure the family genuinely benefits economically from acting as a service provider aims to minimize the leakage (Boo, 1990) from the operations of the venture. Luckily, the operations of the company perform better than the global average of 55% (or higher when measured at a local level) in developing economies (Narangajavana et al. 2016). By definition, 70% of the revenues generated by the company are transferred directly to the destination village to each of the service provider's bank or mobile money account.

Outperforming the global average might be true in other tourism social enterprises as well, as noted before. It seems so when looking into the conclusions of Sloan et al. (2014) stating that the interviewees of their multi case study in Sub-Saharan Africa reported that their operations had helped to improve the local infrastructure in the village. For instance, one of them claimed having financed a local high school, while another claimed having established a medical care centre. In this research, no financial investment in the community could be seen yet. However, the host families had been able to renovate their own houses as a result from the operations of the company. In addition, one of the community savings groups identified as the beneficiary for the company is a local nursery school. In the future, the operations of the company can involve supporting the operations of the nursery school which affects the entire community.

Another piece of evidence indicating that the financial situation of the families has improved can be seen from the data. It is a positive change if the business activities in the village continue, and negative if they are terminated. Since the families are now used to earning an irregular but fair share of their income through the case company, discontinuing the operations in the village might have a remarkable impact for some of the families. In other words, the company effects on the service providers while operating in the village but also if shutting the operations down. The changes in this case are not limited to financial losses, but

may include significant losses in their personal and social life. The company has given its service providers a certain promise of life standards and it is their responsibility to try to ensure that they are able to maintain them. This is extremely challenging in an insecure business space with no guarantee of future demand.

When referring to leakage, in addition to financial losses, lack in social value and benefit has been pointed out when discussing tourism operations in developing economies. That is why tourism should always aim to achieving social development for the host communities, especially in these contexts (Narangajavana et al. 2016). Social impact can be seen as the core value of the operations of the company outweighing economic value when sales volumes are low. All respondents highlighted the effects of the company to their personal life, even if they could not identify changes in their economic life. The social aspects of being involved in the business are relevant for all interviewees. Observations on social life changes for the contact persons, host families and communities are introduced as Table 5 and discussed below.

Table 5. Logic model on social changes in the villages.

|                | Inputs  | Activities  | Outputs  | Outcomes   | Impacts   |
|----------------|---|---|--|--|---|
| Contact person | Being available and easy to reach                   | Coordinating travellers   | - Meeting new people<br>- Interaction skills                     | - Expanded world view<br>- New skills and knowledge                                    | - Improved social skills<br>- Pride of own culture  |
| Family         | Welcoming international travellers in the family    | Spending time with the travellers, involving them in the daily life       | - Meeting new people<br>- Sharing ideas<br>- Learning new skills | - New skills<br>- Expanded world view<br>- Getting friends and “family members” abroad | - Improved English skills<br>- Pride of own culture |
| Community      | Welcoming international travellers in the community | - Interacting with the travellers<br>- Showing them around in the village | <i>Limited findings, more research required</i>                  | <i>Limited findings, more research required</i>  | <i>Limited findings, more research required</i>     |

The findings on social impacts for the lives of the service providers highlight learning new

skills, expanding the world view by discussing with travellers and improving the level of English. Furthermore, a more symbolic and deep-rooted impact can be interpreted when analyzing the answers. Several families and contact persons, and even one of the community savings groups told that they feel proud when receiving travellers in the village. Pride is also an important finding in the research by Sloan et al. (2014) showing that organizations encourage local traditions to be maintained and see them as an added value for the visitor. In addition, the local workers employed by the organizations feel proud being involved in the business. These results are positive and worth presuming in all communities with tourism SEs. Unfortunately, this research offered limited findings on the outputs, outcomes and impacts of tourism SEs on the entire community.

It is important to note that some impacts resulting from the interaction with travellers and gaining an expanded world view may also be negative. For instance, learning about the freedom and lifestyle of travellers may cause jealousy or feelings of dissatisfaction towards their own lifestyle. One contact person mentioned that a French couple he had received had told him that the husband “is away for 8 months but still working for company, they can travel and earn money”. It sounded like the contact person looked up to this flexible lifestyle and perhaps started dreaming about it for their own family.

What comes to customer feedback, it is worthwhile to note that the answers in the sample are from the first 23 travellers and some of them have stayed in the villages as the first customers ever. The customer experiences are very likely to improve while the host families and the contact persons get used to receiving travellers and learn how they behave and what they appreciate. However, this also creates risks for the community. The operations of tourism social enterprises may start shaping the behavior of the community members and the facilities according to what pleases the travellers. The feedback answers from customers may shape the community and the environment significantly in the future, and it is the responsibility of the company to interpret the feedback before reporting it back to the community.

For instance, the empirical data of this research shows that a pattern of improving the house to fulfill travellers’ needs instead of the needs of the family is possible. An example of the pattern is described as Table 6.

Table 6. Building a sitting toilet.

| Input                           | Activity   | Output   | Outcome   | Impact  |
|---------------------------------|--|--|---|---|
| Traditional toilet in the house | The traveller faces difficulties in using the toilet | Family thinks the traveller is happier with a sitting toilet | The family builds a sitting toilet in their house | All income earned from the SE spent on fulfilling travellers' needs |

## 6.2. Process and liabilities

Since setting the research question and the methodology in place it was presumed that the collection of the data would be extremely challenging. This was largely due to differences in the culture of communicating and language understood by both parties, the researcher and the service providers. Most of the service providers are not academically educated, thus did not understand the concept of an interview or research. In addition, the culture of communication and time management varied a lot between the countries. Especially the contact person in Neluwa, Sri Lanka was very unavailable and challenging to reach.

However, I was encouraged by my supervisor to carry on with the research due to the fact of having primary data and a direct connection to the case company. According to her having a personal relationship and motivation, and the right mindset of “simplifying when necessary” were assets in this research. Since the beginning of the process I have tried to keep the research as transparent as possible admitting its limitations and possible liabilities. As the selected topic of the research felt challenging, if not impossible, I began to respect research in a new, more profound manner.

The original ambition of the study was to interview all contact persons, host families and community savings groups in all active villages. Out of the 18 villages the company had opened in its destination countries by March 2017, seven villages had received travellers. Given the complexity of the business model the total number of interviews would have grown up to 42 individual interviews. Considering this and confessing the limits of the research, the interviews of the selected service providers was framed to three villages.

When designing the research strategy, participant observation in the communities was suggested as a complementary data collection method by my supervisor. If travelling to the villages had been possible, it would have been an undeniable asset for the research. I have travelled to all selected villages during year 2016, but did not do participant observation nor took notes that would have been adequate for an academic research. I felt that the documentation from the journey in photographs and videos did not expose the full truth of the community, since the material was filmed and produced from a marketing perspective, rather than from a perspective emphasizing on observation. That is why I felt that the material did not suit the purpose of this research, nor answer the research question. However, the fact that I had some primary information about the course of life in these villages did benefit when designing the study.

When conducting the interviews for primary data collection, the interaction with the interviewees was open and honest and that the questions, slightly modified with clarifying sub-questions depending on the answers of the interviewee, reflected the research question. During the first interviews I noted the importance of transcribing the entire interview since some meanings can only be understood by writing everything down word-for-word. Doing the interview over the phone sounded more difficult than it actually was. Especially as I had met all the contact persons in person, building trust over the phone was not an issue. The interviews sometimes got interrupted, due to Islamic calls to prayer, sounds of traffic or bad internet signal.

What I needed to improve over time as the interviewer was to remain neutral no matter what the interviewees told me (even if it was wrong as a fact), and encourage them to go through topics acting as I wasn't aware of them, since that usually gave valuable additional information and changed the perceptions I might had had about certain topics. I needed to avoid showing reactions or emotions such as being surprised, disappointed or any other emotion I might had had hearing the answers. The contacts needed to feel very relaxed and safe during the interview, and understand that there were no right answers.

When interviewing the families I noted that some questions were difficult to answer and the



families did not understand all the questions. In addition, they could not remember changes in their lives or connect all changes to this research. Questions that were not understood by the contact person in Kizimkazi and removed from the following interviews in Lembeni and Neluwa were the following:

- How has the role of the family changed in the community?
- How have the power positions changed between the family members?

After each interview the contact person was asked whether they thought the family told everything they had in mind or said what they thought the researcher wanted to hear. In two out of three cases the contact person was convinced that the families were telling the entire truth, but in one case the contact person was not sure but also unwilling to “judge” the family.

In a practical case study like this, it is crucial to identify the weaknesses and liabilities of the study. In addition to those related to the research design and data collection discussed in Chapter 4.4., three main limitations can be identified:

- 1) Limited data sample from the villages (3 villages)
- 2) Low volume of traveller nights in the selected villages (122 nights in total)
- 3) Short time period from the start of the operations (1 year or less)

The mentioned problems act as obstacles for the validity of the research, in other words how well the study succeeded to answer the initial research question (Zikmund, 2000). The first limitation is directly related to the low volume of experienced contact persons and host families in the destinations villages of the case company. It is also related to the physical limitations of the study, as described in Chapter 6.3. The second limitation affects the number and variety of the outcomes and impacts perceived by the service providers. As experiences are still few, limited data on perceived impacts (especially negatives ones) is available. The third limitation is connected to the two, but emphasizes on the short time period of the company operating in the villages. As impacts are always long-term changes and preferably researched on the community level (Ebrahim & Rangan, 2014), a relatively short time period is problematic when defining the impacts of a tourism social venture. Thus, the findings of this research are not complete in order to reliably determine all socio-economic outcomes and impacts of a tourism social enterprise operating in low-income countries. In order to come up

with a holistic picture of the impacts on the entire community, more time needs to be passed and more data needs to be collected, especially from the savings groups and community members outside the service providers.

## 7. Conclusion

This chapter summarizes the conclusions of the research and introduces the author's suggestions for future research.

### 7.1. Summary

The objective of this study was to identify and evaluate the social and economic outcomes and impacts caused to the individuals and communities involved in tourism social enterprises. More precisely, the research aimed to answer how participating to tourism business as a service provider has affected the lives of the contact persons, host families and communities in the destination villages of the case company.

Qualitative research methods were used in order to explore the research problem. Intensive case study on three villages in two destination countries of the case company was selected as the research strategy. In order to come up with a conclusion building on all current knowledge at hand, two sets of data was collected and analyzed. Primary data was collected as semi-structured interviews with the service providers of the concept and secondary data from feedback survey answers from the service providers and customers.

After taking a critical look on the currently applied tools for impact evaluation, the Logic Model evolved from the Impact Value Chain (Clark et al., 2004; Ebrahim & Rangan, 2014) was selected for the purpose of the research. The framework was used for creating the first models of inputs, outputs, outcomes and impacts of the case company for its service providers in the destination villages, based on the empirical data available.

It was discovered that the feedback survey answers primarily offered knowledge about the short- and medium-term outputs and outcomes of the concept, but could contribute to the findings on impacts as well. Data from interviews was collected to first and foremost provide evidence about long-term impacts, but could add to findings on outputs and outcomes as well.

To conclude on the findings of socio-economic outcomes and impacts of the company the storyboard provided by a London based think tank New Economics Foundation is used. New

Economics Foundation is created “to provide third sector and mission driven organizations with ways to prove and improve their quality and impact” (New Economics Foundation, 2017a). The following questions are designed to provide social entrepreneurs answers related to the impacts of their venture (New Economics Foundation, 2017b). The questions are modified by the author for the purpose of this research. This extensive list is complementing to the tables presented in chapter 6, and vice versa.

1. *Describe the world in which the venture is working in terms of the local or wider need that the venture is addressing.*

The venture is working in vulnerable low-income contexts where livelihood opportunities and capital are scarce. Three village destinations under this case study were located in Tanzania and Sri Lanka.

2. *What is the venture doing as part of this project?*

The purpose of the company is to create a new livelihood in low-income countries by offering families a choice to host international travellers in their home while making an income. The opportunity is offered to multiple families with a core principle of dividing the economic benefits equally within a village.

3. *What effects and changes could be identified straight away?*

The changes identified straight away were connected to the presence of the traveller, the earnings and the learnings gained from the visit. The different short- and medium-term changes were divided into outputs and outcomes (Grieco, Michelini & Iasevoli, 2014). It was distinguished whether the changes affected the life of the contact person, the host family or both.

Direct outputs for the families and the contact persons:

- Communicating with the traveller online before the visit and perhaps meeting the traveller upon arrival (contact person)
- Communicating with the traveller verbally using common words in English or the local language during the visit (host family)
- Interacting with the traveller non-verbally using body language, gestures and behavior

during the visit (host family)

- A certain amount of money received to their bank account for each traveller and for each day after the visit of the traveller (both)
- Having to be available on a 24/7 basis during the visit sometimes created pressure but usually was not distractive (contact person)
- Having a guest in the house leading to mostly positive but sometimes negative feelings among the family members (host family)
- Learnings about what the travellers like to eat, see, experience while staying in the village, learning what the travellers appreciate while staying in a homestay (both)
- Overall responsibility of the guest during the visit (both)

Wider outcomes:

- Slightly increased income per month, with no fixed costs to cover during the visit of the traveller (contact person)
- Sometimes significantly but in most cases slightly increased income per month, with food, electricity and water costs to cover during the visit of the traveller (host family)
- Learnings from different culture, behavior, attitudes, opinions from the traveller (both)
- Practicing and learning English (host family)
- Usually the same but sometimes busier lifestyle before and during the visit (both)
- Satisfaction from sharing and showing local culture to the traveller (host family)

#### *4. What effects and changes could be identified after a while?*

When concluding on “long-term” impacts for the host families and the contact persons it is important to note that the company had operated in the villages for one year and few long-term impacts could be evaluated yet. In other words, the identified long-term impacts could reach back to one year, not further.

Long-term impacts:

- Improved skills in English and human interaction (both)
- Improved budgeting skills to control the money spent on hosting the traveller and reserved for savings (host family)
- Reduced private life, constant availability for possible bookings (both)

- Consumption or saving possibilities with the income earned from Duara (both)
- Income spent on renovating the house (host family)
- Income spent on the education of children (family)
- Income spent on daily goods (both)
- New employment opportunities (contact)
- Sense of pride about the local culture (both)

5. *Where possible, describe the long-term changes for people, the environment or the economy:*

When concluding on the impacts for the community, it must be pointed out that few interviews and other material could be collected from the communities and more research needs to be conducted to achieve academically demonstrated results.

Preliminary positive and negative impacts for the village community:

- New economic opportunity for the host families in the village
- New economic opportunity for the contact person
- New social networks through the travellers
- Understanding of different cultures through interaction with the travellers
- Conflicts between the young and the old generations in the village
- Possible social risks due to the behavior of the travellers
- Possible changes in the culture of the village

What comes to the previous research on the impacts of social ventures in developing economies, some similarities can be seen to this research. The research on Sub-Saharan Africa (Sloan et al. 2014) claims that the lives of the local employees of the local SEs had improved through better income, poverty reduction, quality of life, education and increased employment opportunities. In the results, increased income was strongly connected to increased purchasing power in the community. In the future, more results are expected to be seen in terms of economic impacts, assuming that the operations of the case company keep growing in the villages.

Haski-Leventhal & Mehra (2015) point out that several case studies on social enterprises in

India showed unplanned positive impacts for the communities. Rightfully one of the cases also acknowledged the possibility of unplanned negative impacts from their operations. What is important to know is that the participating case SEs of the study were focused on the poorest populations (Bottom of the Pyramid) and their core mission was to provide access to the basic necessities and improve the standard of living of their beneficiaries. (Haski-Leventhal & Mehra, 2015). The case company of this research has a similar target group and purpose than the cases in the research by Haski-Leventhal & Mehra. The study suggests that the unplanned impacts of the operations of the case company can be both positive and negative. Most of the unplanned impacts yet to be discovered are expected to be positive since most of the perceived impacts have shown to be positive.

This study adds to the previous case studies by Sloan et al. (2014) and Haski-Leventhal & Mehra (2015) and suggests that local populations can benefit from tourism initiatives started by social enterprises in developing communities. The study suggests that the benefits from tourism social entrepreneurship are not limited to economic impacts, but show evidence of social value created to locals involved with their operations.

## 7.2. Suggestions for future research

Outcome evaluation is useful in any business, since it examines the direct effects of its programs to its participants (Guo & Bielefeld, 2014; Grieco, Michelini & Iasevoli, 2014). In the future, a measured outcome evaluation program is recommended to be established for the case company including a carefully selected set of indicators to follow. The selected indicators can be drawn from the suggestions in this research (Table 7), or some other indicators agreed upon by the shareholders of the company. Following the suggested indicators, the company would e.g. calculate changes in the monthly income of the host families in its destinations, calculate the number of messages exchanged in English between the Duara contacts and the travellers and follow changes in the awareness and acceptance level on different cultures in the communities. The selected indicators should be measurable and they should be followed within the organization over a period of time (Guo & Bielefeld, 2014).

Table 7. Suggestions on future indicators for measuring the impacts of Duara Travels.

| The indicator  | Inquired from                |
|--|------------------------------|
| Income per month without earnings from Duara Travels | Host family & contact person |
| Monthly earnings from Duara Travels                  | Host family & contact person |
| Cumulative number of hosted travellers               | Host family                  |
| Cumulative number of emails exchanged with customers | Contact person               |
| Opinions on hosting travellers in the village        | Host family & community      |
| Number of monthly micro-loans                        | Community savings group      |
| Number of children attending school in the village   | Community savings group      |
| Number of new small businesses in the village        | Community savings group      |

This research was the first study to explore and identify long-term impacts of the case company perceived by its service provides. When rerun, the study will hopefully show stronger signals of increased level of earned income for participating individuals and groups and increased level of employment in the community in general. The results can possibly put more emphasis on education, showing that more and more children are attending school since more and more parents can afford paying for their tuition, books and uniforms. In the long term, the case company can improve health related metrics and show that more community members are buying medicine or can afford taking their family members to the doctor. It can demonstrate changes in the environment or the infrastructure, and show that community members are building wells or bridges and repairing or maintaining common spaces. And finally, it can provide evidence of an improved level of English skills and other know-how learnt from the travellers in the host families and the community in general.

Furthermore, and interesting research question in the field is related to the roles and positions of social ventures and charities in problem-solving. Can for-profit models be compared with the traditional nonprofit models in solving some of the most pressing social challenges on the planet or are there problems that cannot be solved with an organization with an earned income strategy? This future study could ask if it is possible for companies such as Duara Travels to alleviate poverty as effectively as or even more effectively than the traditional culture of charity and development work.



## 8. References

- Alter, K. (2004). Social Enterprise Typology. Retrieved from <http://www.virtueventures.com/setypology.pdf> on 29.3.2017.
- Alvord, S. H., Brown, L. D., & Letts, C. W. (2004). Social entrepreneurship and societal transformation: An exploratory study. *Journal of Applied Behavioral Science*, 40(3), pp. 260-262.
- Arena, M., Azzone, G., & Bengo, I. (2015). Performance Measurement for Social Enterprises. *Voluntas: International Journal of Voluntary & Nonprofit Organizations*, 26(2), pp. 649-672. doi:10.1007/s11266-013-9436-8
- ASEAN. (2017). About. Retrieved from <http://asean.org/asean/about-asean> on 12.3.2017.
- Austin, J., Stevenson, H. & Wei-Skillern, J. (2006). Social and Commercial Entrepreneurship: Same, Different, or Both? *Entrepreneurship Theory and Practice*, 30(1), pp.1–22. doi:10.1111/j.1540-6520.2006.00107.
- Blake, A. (2008). Tourism and income distribution in East Africa. *International Journal of Tourism Research*, 10(6), pp. 511-524.
- Boo, E. (1990). Ecotourism: The Potentials and Pitfalls. World Wildlife Fund: Washington DC.
- Borzaga, C. & Defourny, J. (2001). The Emergence of Social Enterprise, London and New York, Routledge, pp. 350-370.
- Bryman, A. (2001). *Social Research Methods*: New York: Oxford University Press.
- Bull, M. (2007). 'Balance': The development of a social enterprise business performance analysis tool. *Social Enterprise Journal*, 3(1), pp. 49-66.
- Clark, C., Rosenzweig, W., Long, D. & Olsen, S. (2004). Double bottom line project report: Assessing social impact in double bottom line ventures. *Methods Catalog in Double Bottom Line Project Report series*.
- Dacin, P. A. (2010). Social entrepreneurship: Why we don't need a new theory and how we move forward from here. *The Academy of Management perspectives: AMP*, 24(3), pp. 37-57.
- Dees, J. (2007). Taking social entrepreneurship seriously. *Society*, 44(3), pp. 24-31.

Duara Travels, 2016. Shareholders' Agreement. Signed 11.4.2016. Retrieved with the permission of the Partners of the Company.

Ebrahim, A. & Rangan, V. K. (2014). What Impact? A Framework for Measuring the Scale and Scope of Social Performance. *California Management Review*, 56(3), pp. 118-141.

Elkington, J. (2008). *The power of unreasonable people how social entrepreneurs create markets that change the world*.

Eriksson, P., & Kovalainen, A. (2008). *Qualitative methods in business research*. Los Angeles, [Calif.]; London: SAGE.

Farquhar, J. D. (2012). *Case study research for business*. Los Angeles, [Calif.]; London: SAGE.

Grieco, C., Michelini, L. & Iasevoli, G. (2015). Measuring Value Creation in Social Enterprises. *Nonprofit and Voluntary Sector Quarterly*, 44(6), pp. 1173-1193.

Guo, C., & Bielefeld, W. (2014). *Social entrepreneurship: An evidence-based approach to creating social value*. San Francisco: Jossey-Bass & Pfeiffer Imprints, Wiley

Haski-Leventhal, D. & Mehra, A. (2015). Impact measurement in social enterprises: Australia and India. *Social Enterprise Journal*, 12(1), pp.78-103. doi: 10.1108/SEJ-05-2015-0012

Lane, M. D. & Casile, M. (2011). Angels on the head of a pin: The SAC framework for performance measurement in social entrepreneurship ventures. *Social Enterprise Journal*, 7(3), pp. 238-258.

Light, P. C. (2006). Reshaping Social Entrepreneurship. *Stanford Social Innovation Review*. pp. 47-51.

Lindeman, S. (2014). "Until We Live Like They Live in Europe". *Journal of Macromarketing*, 34(2), pp. 171-185.

McLoughlin, J., Kaminski, J., Sodagar, B., Khan, S., Harris, R., Arnaudo, G. & Mc Brearty, S. (2009). A strategic approach to social impact measurement of social enterprises; The SIMPLE methodology. *Social Enterprise Journal*, 5(2), pp. 154-178.

Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook* (2. ed). Thousand Oaks: Sage.

- Minard, C. S. (2009). Valuing entrepreneurship in the informal economy in senegal. *Social Enterprise Journal*, 5(3), 186-209. doi:<http://dx.doi.org/10.1108/17508610911004304>
- Narangajavana, Y., Gonzalez-Cruz, T., Garrigos-Simon, F. J. & Cruz-Ros, S. (2016). Measuring social entrepreneurship and social value with leakage. *International Entrepreneurship and Management Journal*, 12(3), pp. 911–934.
- New Economics Foundation. (2017a). About. Retrieved from <http://neweconomics.org> on 12.4.2017.
- New Economics Foundation. (2017b). What to measure. Retrieved from <http://www.proveandimprove.org/meaim/whattomeasure.php> on 4.4.2017.
- Noor, K. B. M. (2008). Case study: A strategic research methodology. *American Journal of Applied Sciences*, 5(11), 1602-1604.
- Patton, M. Q. (1990). Qualitative evaluation and research methods. SAGE Publications, inc.
- Rivera-Santos, M., Holt, D., Littlewood, D. & Kolk, A. (2015). Social Entrepreneurship in Sub-Saharan Africa. *Academy of Management Perspectives*, 29(1), pp. 72-91.
- Saunders, M., Lewis, P. & Thornhill, A. (2007). Research methods for business students. 4th edition. Harlow, UK: Prentice Hall.
- Schmidt, C. (2004.) The analysis of semi-structured interviews. In Flick, U., von Kardorff, E. & Steinke, (Ed.), *A Companion to Qualitative Research* (pp. 253-258). London, UK: Sage Publications.
- Siggelkow, N. (2007). Persuasion with case studies. *Academy of management journal*, 50(1), 20.
- Sloan, P., Legrand, W. & Simons-Kaufmann, C. (2014). A survey of social entrepreneurial community-based hospitality and tourism initiatives in developing economies; A new business approach for industry. *Worldwide Hospitality and Tourism Themes*, 6(1), pp. 51-61.
- Thompson, J., Alvy, G. & Less, A. (2000). Social entrepreneurship: A new look at the people and the potential. *Management Decision*, 38(5), pp. 328-338.
- United Nations. (2015). Sustainable Development Goals. Retrieved from <http://www.un.org/sustainabledevelopment/sustainable-development-goals> on 10.3.2017.

United Nations. (2016.) Development policy. Retrieved from [http://www.un.org/en/development/desa/policy/wesp/wesp\\_current/2016wesp\\_full\\_en.pdf](http://www.un.org/en/development/desa/policy/wesp/wesp_current/2016wesp_full_en.pdf) on 5.3.2017.

Vanclay, F. (2003). International principles for social impact assessment. *Impact Assessment and Project Appraisal*, 21(1), 5-11.

World Bank. (2016). New classifying system since 2016: World Bank eliminating term “developing country”. Using gross national income (GNI) per capita. Retrieved from <http://blogs.worldbank.org/opendata/classifying-countries-income-new-working-paper> on 5.3.2017.

Zahra, S. A., Gedajlovic, E., Neubaum, D. O. & Shulman, J.M. (2009). A typology of social entrepreneurs: Motives, search processes and ethical challenges. *Journal of Business Venturing*, 24(5), pp. 519-532.

Zikmund, W. G. (2000). *Business research methods*. 6th edition. Orlando: Harcourt College Publishers: The Dryden Press.

Yin, R. K. (2003). *Case study research: Design and methods* (3rd Ed.). Sage Publications.

# Appendices

Appendix 1. Interview answers from contact persons

|   | Contact person 1   | Contact person 2   | Contact person 3   |
|---|--|--|--|
| Profession/livelihood before Duara                  | Small business, selling clothes and shoes, helping mom with her cooking business               | Teacher in private school  | Renting out buildings, teaching  |
| Profession/livelihood now in addition to Duara      | Reservationist in a [Finnish] tour company since August 2016                                   | Teacher in private school  | Renting out buildings, teaching  |
| Started in Duara                                    | February 2016, first traveller April 2016  | January 2016, first traveller as a contact person in October 2016      | May 2016, first traveller in September 2016  |
| Income per month without Duara                      | 400 000 shillings (165 euros)  | 500 000 shillings (205 euros)  | 200 000 rupees per month (1 245 euros)   |
| Cumulative earnings from Duara                      | Does not know or keep track "Difficult to estimate"  | 563 000 shillings [as host and contact] (230 euros)                    | About 40 000 rupees (250 euros)  |
| Number of travellers coordinated                    | Does not know/remember   | 8 people [9 in reality]  | Remembers everyone "More than 10"  |
| How has spent earnings from Duara: Economic outputs | Saved on a bank account "I plan to open my own business/shop in fashion"                       | Family use "I use for the family, for buying food, for buying clothes" | Daily needs "It wasn't actually much, I think I spent it on food and fill up [petrol] the car"                           |
| Savings from Duara                                  | "A good amount"  | -  | "No I haven't saved anything"  |
| How Duara has changed their life: Economic outcomes | Improved financially "Earnings from Duara help me do a lot of things, plan opening a business" | "The family receive money from Duara so is good"                       | "So far it hasn't made a huge difference in my livelihood"<br><br>"Rather than economically it has impacted me socially" |

|  |  |   |   |
|--|--|---|---|
| How Duara has changed their life:<br>Social outcomes | <p>“I get to meet/know/communicate with different travellers/make friends, learn new things, cultural and political”</p>   | <p>“We changed the idea/talk about the environment with the travellers”</p> <p>“Learn how travellers live and which food they prefer”</p>   | <p>“Share experience that we have</p> <p>“I enjoy very much meeting different people from different countries”</p> <p>“That has affected me a lot”</p>  |
| Descriptions on long-term impacts                    | <p>Thick<br/>“Experience in communicating helps me in the company where I am working” Experience as a Duara contact helped to get the job?</p> <p>“It will be difficult for me to handle all things so in future I will have to get someone to help me with my other business”</p> | <p>Thin<br/>“The family is good because of the coming of the travellers, so we learn more from the travellers so development come”</p> <p>Thick<br/>“My family feel proud because it’s not all the travellers come for the family so they come for the special family, my family they well because also they continue to learn more to speak English”</p> | <p>“The customers from Duara come from time to time, so it hasn’t affected much, yet”</p> <p>“I mean meeting different people and getting to know each other, sharing experiences”</p> <p>“Going around the villages, showing them what we have here”</p> <p>“Personally it has affected me”</p> <p>“When they [travellers] are happy I feel happy”</p> |
| Problems with travellers                             | <p>Misunderstandings with directions<br/>“Sometimes they get lost or forget where to drop off but it doesn’t normally happen”</p>  | <p>Special requests<br/>“Like if they’re only woman travellers need special toilets for maybe sitting toilet, they don’t have because different type of toilet in Africa”</p> <p>Language problems<br/>“Some of the travellers don’t know well English a bit”</p>   | <p>Nothing<br/>“No, no, not so far”</p> <p>“Everything was really good”</p>   |

|   |   |  |   |
|---|---|--|---|
| Problems with communities                                     | Temporarily with community leader<br>“Chairperson refused to host travellers so I had to go there and solve it out”                         | Host families don’t speak English<br>“But I try to help the host to make good communication for the travellers. I just help all the time, if there is a problem I will be there to help them.”   | Nothing<br>“Nothing major, they are all happy with Duara”   |
| Learnings while being a Duara contact                         | Interaction/dealing with people from different places “A lot from contacting with travellers so it has been easy for me to do my other job” | -  | Mostly from travellers<br>“I learnt about this concept, I didn’t know about it before”<br><br>“How it has affected the families”<br><br>“I have learnt a little bit, it has given me a sort of education”   |
| Interesting remarks arising from the data: Are these impacts? | “Until now the shares with the village people it’s not working”   | “There are good changes to maintain lifestyles”<br><br>“Yeah it’s better this program to be continuously and the travellers coming all the time, not only December or November, then the rest month no travellers. Other hosts ask me when will they come so they need to get travellers.” | “When I met the French couple they told me about their way life. He’s [husband] away for 8 months but still working for company, they can [travel] and earn money”<br><br>“I am a teacher, they prefer to come with me to go to class and speak with my students, it helps me and the students as well” |

## Appendix 2. Interview answers from families

|  | Kizimkazi   | Lembeni  | Neluwa   |
|--|---|--|--|
| Family size  | 3-4 people  | 5-6 people   | 4  |
| Livelihoods in the family  | Conductor for daladala/small business owner (baking and selling bread)/fisherman/unemployed                   | Truck driver/farmer/teacher/doctor/business woman (sells clothes)  | Farmer (tea, paddy [rice] field) / small business, sell fruit (mango, papaya, pineapple, tropical fruit)   |
| Income per month in the family   | Difficult question/do not keep record/no fixed salary/depends About 300 000-550 000 shillings (123-225 euros) | 500 000-800 000 (204-327 euros)  | 25 000-30 000 (155-187 euros)<br>Asoka laughing in the back, after Anil saying "It should be multiplied by 4"  |
| The amount of travellers hosted  | Do not remember how many/5 times  | 0-4  | 4-7  |
| Savings per traveller per day  | 17 000-20 000 shillings (7-8 euros)   | 16 800 shillings (7 euros)   | "Nothing, used it for children education"/ cannot remember   |
| Cumulative savings from Duara  | Do not know   | 214 000 shillings (88 euros)   | Cannot remember exactly/about 22 000 (137 euros)   |
| How has the family spent earnings from Duara: Economic outcomes            | "Renovating the house"<br><br>"Helping their child to study (school fees and pocket money)"                   | "Improvement of the house, toilet"<br><br>"They give travellers good food/good accommodation"<br><br>"They will start a small project for chicken" | "Children's private education, tuition fees, to buy books, materials"<br><br>"They have spent all the money, bought a fan, held a small party for relatives" |
| How do other family members feel about hosting travellers: Social outcomes | "They are not sure"<br><br>"They want to do it if they get the chance, they like it"                          | "Children and father are proud, they are happy to be with travellers"<br><br>"They feel good when they see the travellers"                         | "They are pleased to host the travellers"<br><br>"They feel happy about it and also they don't have much"  |



|   |   |  |  |
|---|---|--|--|
| Changes in day to day life: Outcomes                            | <p>Thin<br/>“Improvement for their life, before they had to do lots of things and now they get money to do other stuff”</p> <p>Thick<br/>“They get to make friends/know each other/people from different cultures”</p> <p>“They can improve their talking in English”</p> | <p>“They change/share ideas with travellers/learn from travellers and travellers from them”</p> <p>“The travellers sleeping very early, so sometimes must stop to talking not to be disturbing the travellers”</p> | <p>“It hasn’t changed their day to day life, they have continued to do their daily routines”</p> <p>“It hasn’t affected it negatively, they do what they plan to do”</p> |
| Learnings from Duara: Outcomes                                  | <p>“How to live with different people/improvement of language/make friends/learning new things”</p>   | <p>“How to keep and spend the money”</p> <p>“How to live with other nationalities”</p> <p>“How to budget the food, they teach us how to buy the food and not to throw the food”</p>                                | <p>“Improved their English language a bit”</p> <p>“Learnt about their culture and way of life”</p>   |
| How has Duara changed the life of the family: Long-term impacts | <p>Thin<br/>“Improvement in their life”</p> <p>Thick<br/>“Their workload is becoming to loss since before her husband had worked a lot so that he can have money for school for the house and for the family but now sometimes he gets to rest”</p>                       | <p>“They are building a toilet room. They want to have a new toilet.”</p>  | <p>“Before they came they haven’t had much change in their life”</p> <p>“When the travellers come they feel so happy”</p>  |

|   |   |  |   |
|---|---|--|---|
| How has the workload changed in the family: Long-term impacts | <p>“It’s just the same”</p> <p>“They don’t have to work a lot like how the husband had to work before, now sometimes he gets to rest”</p> <p>“Aisha [the mother, unemployed] has work when the travellers are there, cook and take care of them but that’s ok for her, also the sister [unemployed] has to help”</p>  | <p>“No, because the travellers come not all the time but for a few days so there’s no changes for the timetable of the family, so it’s easy”</p> <p>“No difference”</p>  | <p>“It hasn’t changed their workload much, because while they continue to do their own things they have hosted travellers as well”</p> <p>“It hasn’t changed at all because of the travellers”</p>  |
| Challenges and problems caused by travellers                  | <p>“No any challenges or problems until now”</p>  | <p>“They say that nothing bad”</p> <p>“No challenges”</p>  | <p>“They haven’t had any”</p>   |
| Interesting remarks arising from the data: Are these impacts? | <p>“The father most of the time is not around till at night, sometimes he goes to friends and to the beach.” Does Duara or travellers have something to do with it?</p> <p>“The boy was in town but now he is around. He was studying in town before but now he is in Kizimkazi studying from there. He was staying with relatives in town but now he’s back in Kizimkazi with the family.” Aisha doesn’t know why. Why did he changed back? Is it because of Duara or other factors?</p> | <p>“Yeah they [the families] feel good and they are proud because the travellers come for the special family, like me and Mary and Farida. But we just sometimes talk with other people so they enjoy also for the travellers” Is there jealousy in the community, even if the company directs income for the savings group?</p> | <p>“The couple helped them to put the ceiling up, it was a remarkable help, we should pay them rather than they are paying us!” Sonja &amp; Janic</p> <p>“It hasn’t changed the role in the community, everyone likes travellers coming into this village”</p> <p>“They have been so kind to their children and very cooperative with the family”</p> |

Appendix 3. Interview answers from community savings groups

|   | Kizimkazi   | Lembeni  |
|---|---|--|
| Purpose   | Nursery School  | Savings group  |
| Members   | 23  | 30   |
| Payment received from Duara   | Not yet   | 134 000 shillings (55 euros)   |
| How is the payment spent  | -   | "Buying clothes and material for making baskets which they sell"   |
| How is the capital spent in the group                                     | "Renovating the school, feeding the children, paying the teachers"  | "They help people who don't have any help from others with the money from selling clothes and baskets"   |
| Do they save money together and do micro-lending?                         | -   | "Yeah they save the money in the small books, then they put for the bank. After have the money so after time they divide that money if they have profit, they divide, they give to all the members get the money for uses they like to."   |
| How has Duara impacted the community                                      | "They don't see any changes, because they didn't know there are travellers coming until I told them. They only see them sometimes on the way and think that they are from hotels. They didn't know before there are people who are hosting travellers in their home. When I went there it was the first time they know about it." | <p>"They get the profit from Duara, because the Vicoba, so they do many things for the group. Duara is to aid the income of the group."</p> <p>"No affect for the community"</p> <p>"Many of the people in the community work hard because the travellers if they visit for the community, all people in the community try to learn of the travellers"</p> |
| How do the community members feel about having travellers in the village? | No they haven't met any traveller from Duara.   | <p>"They proud because it's not every group or every community that have the white people. To get the white people here in Africa we say it's good luck."</p> <p>"Duara is good thing, travellers and the community join together."</p>  |

Appendix 4. Feedback survey answers from travellers

|                                   | Positive  | Negative  |
|-----------------------------------|---|---|
| Communication with contact person | <p>“Good English skills, easy to understand”</p> <p>“Easy to reach, available when needed, replied very quickly”</p> <p>“Contacted us actively, answered all our questions, gave good instructions on arrival”</p> <p>“Friendly on the phone”</p> | <p>“Did not answer, unavailable, travelling”</p> <p>“Answering to email was slow, communication was timely”</p> <p>“Difficult to understand by email, no problem face to face”</p> <p>“Misunderstandings”</p> <p>“Ok, but last minute or even a bit late”</p> |
| Behavior of contact person        | <p>“Offered help, took good care of us, came to meet us (easier for us)”</p> <p>“Sharp, precise, helpful, available, well organized, very friendly, nice, flexible”</p> <p>“Perfectly on time to pick us up”</p> <p>“Tried her best”</p>          | <p>“Did not pick us up upon arrival”</p> <p>“Sent someone else to pick us up”</p> <p>“Helped only when asked”</p> <p>“Maybe even too helpful”</p>   |
| Arrival to the village            | <p>“Host/contact there to pick us up, welcoming”</p> <p>“(Daladala) Not comfortable, but cheap and interesting, adventure”</p> <p>“(Three-wheeler) perfect”</p> <p>“Ok safe/went well/was comfortable”</p>  | <p>“Nobody to pick us up, had to call, had to wait although timing had been confirmed”</p> <p>“Confusing directions/ a bit unclear/difficult to find”</p> <p>“(Bodaboda/Daladala/Tuktuk) Not the safest way to travel”</p>                                    |

|                           |   |   |
|---------------------------|---|---|
| Communication with family | <p>“Tried their best, small misunderstandings, but nothing serious”</p> <p>“No common language but understood each other, communication with hands/gestures/pictures/dancing, laughed and smiled a lot”</p> <p>“Very good English”</p> <p>“I learned Swahili”</p> <p>“Called us after dark”</p> | <p>“English very limited, communication was difficult”</p> <p>“Language barrier, did not understand each other” For some travellers language barrier a real obstacle, for others not as serious</p> <p>“Did not speak a word in English, real conversations not possible”</p> <p>“Confusion about meal times”</p> <p>“Beginning was awkward, were not introduced to the family”</p> |
| Hospitality of family     | <p>“Made feel very welcome, felt like part of the family/very special guest”</p> <p>“Happy and joyful, very friendly people”</p> <p>“Learned about the culture/way of life”<br/>Learnings for both</p> <p>“Treated me like a friend, not guest”</p> <p>“Took good care of us”</p>               | <p>“Did not feel welcome, felt like some family members not happy to have us”</p> <p>“Too much attention, would have needed more privacy, felt uncomfortable/self-aware”</p> <p>“Family did not show us around, felt like staying in a guesthouse, felt like an outsider” ”</p> <p>“Family speaking Swahili around me”</p>  |

|            |  |  |
|------------|--|--|
| Facilities | <p>“Clean and comfortable house, toilet simple but clean, clean sheets”</p> <p>“Warm water to shower with every night, lock in the door, electricity, internet”</p> <p>“Very basic as expected, sufficient”</p> <p>“Bed was good”</p> <p>“Better than expected, fancy house”</p>   | <p>“Very noisy, very hot, bed was hard, air in the room was not fresh, difficult to sleep” Serious issues for the traveller</p> <p>“No fan/electricity/towel/soap, basic utilities missing, no place to store valuables” Concept guidelines not fulfilled</p> <p>“Something missing but fixed”</p> <p>“Lack of privacy in the bathroom (curtain, no door), no warm water/running water to shower with, no water toilet”</p> <p>“Not great which was expected”</p> <p>“Did not feel like showering (hygiene reasons)”</p> |
| Meals      | <p>“The food was very good/tasty/fantastic, a lot of food at all meals, large variety of local dishes, fruit and vegetables available”</p> <p>“Food was ok/very simple/basic but good”</p> <p>“Appreciated being treated like the family, no fancy food”</p> <p>“Ate together with the family”</p> <p>“Family asked about my desires, vegetables washed with filtered water, very adjusting to my vegan diet” Adapting</p> | <p>“Almost the same dish every day, heavy, carb-based meals”</p> <p>“Very simple and not good, small quantities”</p> <p>“Worried to have too fancy food, experienced special treatment”</p> <p>“Did not get to eat with the family, had to eat alone”</p>  |

|            |  |   |
|------------|--|---|
| Activities | <p>“Participated local festivities, met many people in the village”</p> <p>“Played with kids, helped with homework, helped with house chores”</p> <p>“Cooked with the family/butchered a chicken”</p> <p>“Went walking/hiking/swimming/farming/fishing”</p> <p>“Visited local market/temple/school/shop/church/beach/bar/tea factory”</p> <p>“Did sightseeing/dolphin tour/boat trip/other”</p> <p>“We were never bored”</p> | <p>“Did not get to cook with the family”</p> <p>“Had too little time for activities, nothing really”</p> <p>“Felt being isolated from the kids”</p> <p>“Were pushed to buy touristic things/tours, overpaid for a quick massage”</p> <p>“We were asked for donations”</p> <p>“After buying one service they tried to sell everything, had to tip the locals for showing me around”</p> <p>“I was dependent of the family”</p> |
| Safety     | <p>“Felt safer in a home than a hotel”</p> <p>“Felt very safe in the family/house/village”</p> <p>“Door had a lock, made feel safe”</p> <p>“Walking with family made feel safe”</p> <p>“People in the village said jambo, everyone was friendly”</p>   | <p>“Stray dogs”</p>   |
| Price      | <p>“Price was ok/right/reasonable”</p> <p>“Ok for an inexperienced traveller”</p> <p>“Expensive compared to other accommodation options but worth it because of the experience”</p> <p>“Tough to rate for such unique experience”</p>  | <p>“Food did not offer value for money”</p> <p>“Considering we only got food and accommodation and not activities, it was too expensive”</p>  |

Appendix 5. Feedback survey answers from families

|                                       | Thin/unclear  | Thick/clear  |
|---------------------------------------|---|--|
| Information received before the visit | “Information to prepare for a visit”  | “I was happy to prepare for them to sleep”<br>“That travellers/visitors are coming to my place”  |
| Preparations (Inputs)                 | “Very well/happily”<br>“Prepared to welcome them with garlending”   | “Prepared the room, collect food and water from a shop”<br>“Clean water and environment”<br>“Good beds, availability of sanitation spaces”   |
| Expectations                          | “Benefits”<br>“Income, everyday needs”<br>“I wish for more guests”  | “Learning English”<br>“To improve living standards of family/family income/the economy”<br>“To give education to the children”<br>“Making good friends/get to know them/get information how western people live” |
| Outputs (to expectations)             | “I benefited a bit/a lot”<br>“I have changed ideas, organized small activities and participated to costs (?)”<br>“I involved my family on serving the visitors”<br>“They were friendly with us/ the family members” | “I got to practice English speaking”<br>“I benefited through the exchange of ideas”<br>“The family earned and income”<br>“I got friends from abroad”   |
| Worries/concerns                      | “I had no doubt/fear because it is not the first time for me to host visitors”<br>“Nothing”<br>“None”   | “Travellers coming home in the evening (in the dark)”<br>“I was worried foreign food or environment would not work but I was wrong”  |



|  |   |  |
|--|---|--|
| How did the worries turn out?                  | "In my heart I loved it"  | "They could participate to many things and liked the environment"  |
| What was difficult?                            | Nothing   |  |
| What was best during the visit?                | <p>"The visit"</p> <p>"They spent time with us and our neighbors"</p> <p>"Connections through Duara Travels"</p>          | <p>"They liked to participate little thing/were interested"</p> <p>"The visitors were warm/charming/well-mannered/disciplined/kind/cheerful"</p> <p>"Learning English/about their country"</p> <p>"They had meals with our family"</p> <p>"They were close/like our own family"</p>  |
| Payment  |   | <p>"Good but you can give more if possible"</p> <p>"I am satisfied/I find it ok for now"</p>   |
| How often would you like to host?              |   | <p>"Every week" (most)</p> <p>"Once a month"</p>   |
| What would you like to do with the travellers? | <p>"They should come again"</p> <p>"They were involved with us in day to day activities"</p> <p>"Spend time joyfully"</p> | <p>"Discuss, cook, laugh together"</p> <p>"They should participate with me planting trees, have time to visit Masai places, hot springs, climb mount Mkumbawan"</p> <p>"Rising (children), farming, cooking, cleaning the house"</p> <p>"Take around in our village/visit several places, let them participate in our traditional events"</p> <p>"To work/play together"</p> |

|   |   |  |
|---|---|--|
| <p>What wishes do you have for Duara Travels?</p> | <p>“I have nothing to add”</p> <p>“Collaboration works and everything is clear”</p> <p>“I wish them to be safe and well with their jobs”</p> <p>“Show our best hospitality like garlands and talking to them, singing and dancing with them”</p> <p>“To exchange our language and culture with them”</p> <p>“It is a very good organization and it was a priviledge to meet them”</p> <p>“To offer them good experience + improve income”</p> | <p>“Good that they help boost the economy and give advice for business (trade &amp; commerce) and education”</p> <p>“Firstly, they should be patient with our way of life. Secondly, they should understand that we are learners/still learning. We do not know how to speak English well.”</p> <p>“Visitors should have time to engage in handy works in collaboration with the community especially informing activities, planting trees to make the earth have good weather.”</p> <p>“Visitors so far have been very good. I suggest increasing visits to once a week so Duara grows and we get a lot of friends”</p> |
|---|---|--|

Appendix 6. Feedback survey answers from contact persons

|   | Thin/unclear  | Thick/clear   |
|---|---|---|
| Expectations set to families by the contact persons (Briefing of the families) Expectations of outcomes | <p>“Contacted them personally/went to the village/physical visit/called the families”</p> <p>“Explain to them what Duara is about/gave them Duara concept and vision”</p> <p>“Discussed about benefits”</p> | <p>“Told them about make friends/learn new things”</p> <p>“Told how Duara can help improve their living standard by earn money”</p> <p>“Discussed about homestay/culture sharing”</p>   |
| Community members questions to contact person about Duara   | <p>“What is it/who are they?”</p> <p>“What are the importance of duara?”</p> <p>“About the payment”</p>   | <p>“How are we going to benefit from that project?”</p> <p>“Whether Duara offers Scholarships?”</p> <p>“Cultures of visitors/where they come from/will they like the culture, environment and food?”</p>                            |
| Doubts of the host families about Duara according to the contact person                                 | <p>“No doubts, they are friendly and not afraid to meet new friends”</p>  | <p>“Are they really going to benefit from the project”</p> <p>“The cultural interference on communication/food/village based accommodation”</p> <p>“If they can get travellers because some members thought it was just a joke”</p> |
| Reason for family to join Duara according to the contact person<br>Expectations of outputs              | <p>“Hospitality”</p> <p>“Willing to welcoming visitors, we believe it’s a blessing”</p>   | <p>“Making money/getting income for the family and community”</p> <p>“Cultural interactions/learning from each other”</p> <p>“Mostly making friends/friendship/networking”</p>  |

|   |  |   |
|---|--|---|
| Expectations about Duara for the contact person     | <p>“Peace, stability etc.”</p> <p>“To increase travellers gradually”</p>   | <p>“To bring people to the other side of the world and see things beyond doubt”</p> <p>“Seeing and learning how other people practise their culture/cultural interaction”</p> <p>“Building network/network building which will unite people from multi national diversity”</p> <p>“All about making friends/friendship”</p> |
| The outputs/outcomes for the contact person         | <p>“I believe in equality that no matter how poor or rich or where you are from we are all equal”</p> <p>“They increase travellers”</p>  | <p>“Sharing different ideas”</p> <p>“Improve my life by earning some money as my payment”</p> <p>“Helping me make friends/we met new friends/meeting new people from different nationality”</p> <p>“Knowing how people in the other world do compared to the villages in Tanzania”</p>                                      |
| Preparations of the contact person before the visit | <p>“Very well”</p> <p>“Speak with my community members and told them about duara and how beneficial it’s to them”</p> <p>“Positively as I had no fear and it’s something that I love doing it so it was positive kind of preparation”</p>                    | <p>“Making sure that there is security for them and they feel comfortable”</p> <p>“Making sure they travel to the village and they have proper communication”</p> <p>“Arranged where exact to meet then we visited family to family”</p>  |
| Challenges in the arrangements                      | <p>“There was no challenges except minor things in communication brought about the cultural differences”</p> <p>“Timing was the challenge we left late to meet families so we had some problem of transport when we came back to town from the villages”</p> | <p>“Calling someone and he/she doesn't respond”</p> <p>“Will they accept the project because was something they have never done before”</p> <p>“We have the culture of calling someone as many times as we can to make sure everything is OK, from the other perspective it might be a disturbance”</p>                     |

|                            |   |  |
|----------------------------|---|--|
| What made you join Duara?  | <p>“Building mutual interaction and connection with people from other part of the world”</p>  | <p>“For making friends/to meet new people”</p> <p>“Mostly helping travellers knowing my culture/african culture which am proud of”</p> <p>“To grow and expand professionally/to improve my personal development”</p> <p>“To gain income”</p>   |
| Comments about the pricing | <p>“It depends I spend more sometimes on communicating between family members and travellers”</p>   | <p>“The payment is right to them because they do provide traveller with breakfast,lunch and dinner so for me this just right”</p> <p>“It’s fine with me”</p> <p>“Compared to the standard of living it would be better if they review the prices”</p>  |
| Comments/wishes for Duara  | <p>“If possible let the community receive travellers every”</p> <p>“I wish them to describe what they want to see or know about the locality and the really life”</p> | <p>“More travellers to our community because we do love them/they should advertise more and more to get more travellers ”</p> <p>“My wishes to travellers is to come and experience something unforgettable in their lives”</p> <p>“To ensure that the security and comfort in the village is awesome”</p> <p>“To extend the project to North of Zanzibar”</p> |